

Sales Management



Does Increased Promotion Payoff When General Business Slips?

When 95 large companies are divided into "Confident" vs. "Conserving" groups in a recession year, the sales volume figures indicate that the "Confident" gain ground—and hold it in following prosperous years. See page 37.





SELF-CONTAINED

An organization set up to contain within its own walls all the facilities essential for complete production (utilization service as well), can pick up and carry an undivided responsibility.

With nothing "farmed out" there is no "bucket brigade" and no duplicate overhead.

All the elements of a training program, a sales promotion project, or a group selling operation, are executed as one unit. • The basic integrity of the original plan is maintained throughout and to completion.

The **JAM HANDY**
Organization

INDUSTRIAL MOTION PICTURES • VISUALIZATIONS
TRAINING ASSISTANCE • SLIDE FILMS

NEW YORK • WASHINGTON • PITTSBURGH • DETROIT • DAYTON • CHICAGO • LOS ANGELES

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"ASK THE MAN WHO OWES FOR ONE"

(APOLOGIES TO PACKARD)

BESIDES creating mass production, Detroit also created mass buying. You know how it goes—you place an order for a car and promptly go into debt. Perhaps getting into debt helped make America prosperous . . . and industrious. Getting into financial "holes" generates energy to get out.

Much of the seven billion dollars people pay annually for motor cars and trucks floats back to Detroit where it is promptly paid back to our 500,000

industrial workers. All of which makes Detroit a good market.

These workers and others in and around Detroit buy 440,000 copies of The Free Press every day, which also makes The Free Press a good market place.

Story, Brooks & Finley, Inc., National Representatives

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales Management

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BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.
Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH
MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT



BFG RYTHM

HOW TECHNICAL can you get without making a tire ad tiresome? In terms anyone can understand, this new "Rythm Ride" campaign explains an important engineering difference between B.F. Goodrich Silvertowns and most tires. Prepared by BBDO Cleveland, the series enables BFG retailers to emphasize a quality feature instead of price...helps them clinch profitable sales despite return of a buyers' market.



L'IL ABNER

"O HAPPY Sadie Hawkins Day!" Cartoonist Al Capp and Cream of Wheat have celebrated ten of these holidays together. After a decade, these Cream of Wheat "L'il Abner" ads still rank top among the best-read food advertisements in magazines. In this same period, this BBDO Minneapolis client's sales increase has been 50%, compared with an increase of only 1% for the combined competition.

BBDO RADIO LOG (National Networks)

- JACK BENNY**—The American Tobacco Company
Sunday, 7:00-7:30 PM, EST - CBS
- HARRIS-FAVE**—Rexall Drug Company
Sunday, 7:30-8:00 PM, EST - NBC
- ADVENTURES OF SAM SPADE**—Wildroot Co., Inc.
Sunday, 8:00-8:30 PM, EST - NBC
- THEATRE GUILD ON THE AIR**—U. S. Steel Corp.
Sunday, 8:30-9:30 PM, EST - NBC
- LIGHT UP TIME**—The American Tobacco Company
Monday through Friday, 7:00-7:15 PM, EST - NBC
- INNER SANCTUM**—The Emerson Drug Company
Monday, 8:00-8:30 PM, EST - CBS
- ARTHUR GODFREY**—Wildroot Company, Inc.
Tues. and Thurs. or Mon., Wed., Fri. in alternate weeks, 10:15-10:30 AM, EST - CBS
- CAVALCADE OF AMERICA**—E. I. du Pont de Nemours & Co. (Inc.)
Tuesday, 8:00-8:30 PM, EST - NBC
- BOB HOPE**—Lever Bros.
Tuesday, 9:00-9:30 PM, EST - NBC
- HIT THE JACKPOT**—De Soto-Plymouth Dealers
Tuesday, 10:00-10:30 PM, EST - CBS
- LET'S PRETEND**—The Cream of Wheat Corp.
Saturday, 11:05-11:30 AM, EST - CBS
- THEATRE OF TODAY**—Armstrong Cork Company
Saturday, 12:00-12:30 PM, EST - CBS
- HORMEL GIRLS' CORPS**—Geo. A. Hormel & Co.
Saturday, 12:00-12:30 PM, EST - ABC
- YOUR HIT PARADE**—The American Tobacco Company
Saturday, 9:00-9:30 PM, EST - NBC



EATMOR TIME

FRESH CRANBERRY time — and who doesn't know it — with cranberry pictures in mouth-watering color in Sunday supplements and magazines, black-and-white ads in dailies and weeklies, paragraphs in shoppers' columns, participation in women's radio programs, cookbooks going out by the thousands. Ad shown co-stars cranberries and Pie Crust Mix, to the benefit of both.



**"Mighty Zeno of Citium!!
our home gets built as we order it!"**

Enough of Stoicism — listen to this Starch-ism: Home-planners have *the last word* in the selection of building materials, equipment, appliances and furnishings for homes built to be "owner-occupied." And they make these selections from the descriptive, illustrated, *detailed* sales literature that profit-minded manufacturers insert in Home Owners' Catalogs.



Proof? Latest survey of the rich owner-occupy new-home market conducted by Daniel Starch and Staff discloses: (1) For certain products, as high as 91% to 97% of the cases studied showed *husband-or-wife buying control*. (2) Of the families interviewed, 97% kept their *Home Owners' Catalogs at their fingertips* during planning and building stages—and long after.

Find out how you can make use of Dr. Starch's findings to boost your sales in one of today's most profitable markets. Write to Dept. "F."

Home Owners' CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's
Consumer Catalog Distribution Service

SM

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November 20, 1949 Volume 63 No. 11



SALES MANAGEMENT



pot picked on by kettles or sportswriter loose among longhairs

by **Jimmy Powers**

sports editor, *New York News*

POWERHOUSE, Jimmy Power's column on the sports pages of *The News* ... is usually tightly packed with short items, apparently of absorbing interest to sports fans, as it gets one of the highest readership ratings in the paper.

But once in a while Powers gets off his beat, as the instance reprinted below ... and the result is often amusing, always interesting. And indicative, as well, of the character that has earned *The News* the largest audience of any American newspaper ... and brings advertising in *The News* to the attention of seven out of ten of the families in the New York metropolitan area.

We slaughtered a platter of chicken cacciatore, sluiced down with some good chianti, and very shortly, in the company of our Neopolitan newspaper pal and music critic, Bob Bagar, were sitting sleepily on approximately the 50-yard line of the football field at City College.

The New York Philharmonic was giving a concert at Lewisohn Stadium. A handsome young duke with a cowlick, up there in a white dinner jacket, was fiddling like crazy. His name, the scorecard said, was Nathan Milstein. He whipped through Mendelssohn's Concerto in E Minor, Opus 64. Shift and change signals. The program said the job was in three sections: 1. Allegro Molto Appassionato; 2. Andante; 3. Allegretto Non Troppo, Allegro Vivace.

You heard me. It goes for your old man, too.

It was a pleasant July evening, not too many stars overhead. We sat at one of the bare, cartwheel wooden tables, beer-garden style. College kids were peddling cold lager. No one spoke at all during the performance and it wasn't until Milstein salaamed that the double talk began.

Someone said Milstein's "fingering" was great, but they thought his "bowing," as in bow and arrow, was a little too harsh and muscular. The Leipzig Gewandhaus concerts got into the conversation and so did "melodic suavity, classic poise and refined romantic feeling, rugged strength and depth, elegiac expression."

ph in cultured atmosphere

Glissandos, fugues, a guy named Achille Claude Debussy, "L'enfant Prodigue," lyric appeal, Paganini, and technical flaws had poor little us yelling for an interpreter.

"Why don't you guys cut out this gibberish and stop fracturing our eardrums with a lot of double talk?"

A celebrated newspaper art critic, Miss Emily Genauer, bristled:

"You sports writers should complain. You use a jargon all your own. Why, the other night I heard someone nonchalantly refer to a 'DP, 6-4-3.' An artist friend of mine thought it was a displaced person with a tattooed arm number. And what, in Heaven's name, is the hot corner and the catbird seat?"



In our party was Mrs. Marcel Hubert. Her husband plays a terrific cello and she handles booking for such headliners as Pons, Melchior and Margaret Truman.

"Sports writers confuse me. I still don't know where the circuit is that is being hit. I have never seen a dormie. I thought it was slang for a golfers' dormitory. And if you think a Lewisohn Stadium concert is full of Latin, Italian and French, did you ever stop to wonder how a past performance chart in the Racing Form looks to what Variety would call a non-pro?"

"Show people have their own lingo. I still don't know what a schmaltz is. But the writers who really slay me are the

scribes from Wall Street. Just what are fiduciary returns?"

Bagar, who is also a quiz kid on Metropolitan Opera radio intermissions, makes a point of writing his reviews in crystal clear English... "There are certain phrases an ordinary dictionary will help you out on, such as prestissimo (fast), fortissimo (very loud), legato (glidingly), allegro (quick, gay), adagio (slowly) and so on.

"But where is the code book for sports writers? Each seems to make up his own as he goes along, and if an outsider asks for an explanation all he gets is a supercilious sneer or pitying silence."

It is the theory of both Miss Genauer and Signor Bagar that the sports gibberish keeps many intelligent and sensitive potential patrons away from the games through fear of being laughed at or brushed aside.

a deal for a code book

Well, we'll make a deal. From now on simple declarative sentences in sports coverage sans ciphers and cryptograms, if the music long hairs will send us a code book for Debussy, Gounod, Tschaiakowsky, Rachmaninoff, and the Leipzig Gewandhaus concerts.

As for modern art interpreters, we give up. We saw Louis Guglielmi's "The Temptation of St. Anthony" in a book, "The Best of Art" by this same Emily Genauer.

There was a lady wrestler in it, and some scrambled eggs scattered about a hazy white background of vichyssoise, with a naked old coot collapsed in the lower left corner. He had two heads. A third lay in the desert sunlight behind him, among reverse curves, misplaced eyeballs, blots and lines and cubes.

Know how a critic explained that? We quote: "This is voluptuousness in conflict with spiritual aspiration." No mention was made of the extra heads or spare stepladders. As for the hole in the lady's midriff, the critic said the artist put it there to help suggest the figures "spectral quality."

We're going to need interpreters for the interpreters.

Sports hasn't got that bad yet!

Circulation now exceeds
Daily . . . 2,275,000
Sunday . . 4,400,000



In what ONE magazine will your building product advertising...

Reach the greatest number of architects and engineers at the lowest cost per page per thousand

Reach the architects and engineers who PROVABLY are responsible for plans and specifications for over 80% of all architect-designed building

The answer of course is Architectural Record, the magazine that:



1. Editorially features the kind of building activity that means business for architects, engineers *and* advertisers.
2. Is preferred by architects and architectural engineers above all other technical magazines.
3. Carries more advertising, for more manufacturers of building products, than any other architectural publication.
4. Is published by F. W. Dodge Corporation and uses continuously the 700-man Dodge newsgathering organization to learn which architects and engineers are active (to guide circulation policy) and what they are doing (to guide editorial policy).

Architectural Record is your "Pivot Paper" for productive and economical advertising in the building market. *By Pivot Paper we mean this:*

Builders, general contractors, owners and certain sub-trades are vital buying factors to you, too. They, like architects and engineers, must be sold in terms of their specialized interests. There are powerful vertical business papers whose sole purpose is to serve these men and no one else. We urge you to use them. We urge you to consider this:

A combination of Architectural Record and leading vertical magazines (read by those men you know you must sell) will give you more effective coverage of more architects, engineers, contractors, distributors, sub-contractors and end customers, at a lower unit cost, than you can obtain through any "horizontal" medium.

Here is why Architectural Record is your *Pivot Paper* to sell the quality building market controlled by the architect-engineer:

- ✓ Largest architect and engineer circulation.
- ✓ Highest subscription renewal percentage.
- ✓ Lowest cost per page per thousand architects and engineers.
- ✓ Full market information resources of F. W. Dodge Corporation.
- ✓ Demonstrated coverage of building planning and specifying activity—regionally, nationally and by types of buildings.
- ✓ Editorial content designed for maximum usefulness to active architects and engineers in terms of work actually on their boards, as revealed by Dodge Reports.
- ✓ Exclusive Western editorial and advertising section.
- ✓ Consistently voted the preferred magazine of architects and engineers who work with architects.
- ✓ Thirteen competitive awards for editorial excellence.
- ✓ LARGEST NUMBER OF ADVERTISERS.
- ✓ LARGEST VOLUME OF ADVERTISING.



PIVOT PAPER
for your quality building
market program

Every statement made here is demonstrable in terms of your specific interests. We're ready to give any interested media director, account executive or advertising manager the market and media facts he needs to support his 1950 recommendations. *Just call or write the nearest Record regional office.*

ARCHITECTURAL RECORD

PUBLISHED BY F. W. DODGE CORPORATION

NEW YORK
119 West Fortieth Street
Pennsylvania 6-1500

CLEVELAND
321 Hanna Building
Cherry 7256

CHICAGO
700 Merchandise Mart
Whitehall 4-4400

LOS ANGELES
672 South LaFayette Park Square
Dunkirk 8-2286

SAN FRANCISCO
1003 TWA Building
Yukon 6-2522

PORTLAND
907 Terminal Sales Building
Atwater 4107

NOVEMBER 20, 1949

The Human Side

HOW TO MAKE A TOAST

Many years ago a "Y" secretary needing speech training, formed a group to study on a novel plan. They held a pocket-size public meeting, took turns as toastmasters and speakers, and learned—by doing. For a name, out of the rut, they called it the "Toastmasters Club."

Later, Ralph C. Smedley was Y.M.C.A. secretary in Santa Ana, near Los Angeles. Such a club, formed there, grew into Toastmasters International, non-profit corporation, with 750 local clubs scattered over the land, and headquarters in Santa Ana, where Smedley now directs the publishing activities, and W. H. ("Ted") Blanding is executive secretary.

Under a program just worked out, Toastmaster Clubs in the Los Angeles area are going to turn over some of their meetings to blind masters-of-ceremonies—a very forward step for these reasons:

A good many active blind and blinded men are in business. Association with sighted people is of great value to them, to offset their handicap.

A few blind and blinded business men some years ago formed a small experimental club within the framework of Toastmasters International, held regular sessions, found them beneficial, and lately have enlarged their organization. They've taken in some sighted associates, and arranged this program with other clubs. And their experience has set blind and blinded business men considering such clubs elsewhere—San Francisco is about ready to be tapped.

A local Toastmasters Club is limited to thirty members, generally, to be flexible. It holds weekly dinner meetings, at which members rotate as toastmaster, speakers and coaches. There is a leading speaker, and several others who come with prepared talks of six to ten minutes each. There's a toastmaster for each session. There are "trigger talks" that give every member his chance on his feet.

In two hours, besides dinner, four to six speeches are delivered, and for each a critic makes brief comment, a general critic evaluates the whole session, and experience is gained in standing up, speaking up, saying something to the point, shutting up and sitting down.

This format is followed by local clubs of business men, lodge and church members, veteran and employee organizations and others, who use text books and educational material published in Santa Ana. Mr. Smedley has written several widely used books: "The Amateur Chairman" for novices, "Speech Evaluation," "Basic Training" and "Voice of the Speaker." His interest in speaking led him to research Henry M. Robert (1837-1923), American Army officer and parliamentarian who wrote the famous "Rules of Order." Mr. S. wrote "The Man Behind the Rules."

... OR BE A FINE HOST

A lot of you know James W. Egan, Jr.,—better known as Jay—the plain-talking Ohioan who made good in N.Y.C., then gave it all up to go home again. Jay amazed people, several years ago, by shaking the dust of the Big City from his feet, closing up his desk at *The New York Times*—he was advertising manager—and returning to the Ohio soil of his birth. But he couldn't quite divorce himself from printer's ink; he became, instead, vice-president of *The Toledo Blade*. And the same homing instinct which caused him to turn his back on New York and send him Ohio-wards again has drawn him into a grass roots, extra-curricular business. He calls it a hobby, his Keme Farm, in Maumee, Ohio, but he admits frankly that when retirement comes to him, Keme will save him from a rocking-chair-on-the-front-porch existence.



TURKEY . . . in Broadway parlance means "a flop." But in the case of Jay Egan and his pretty daughter Martha, turkey means money in the bank, a happy "retirement," and gourmet eatin'. Here the Egans inspect offerings of Keme Farm.



Keme Farm (the name comes from combining the initials of his two daughters, Kathleen and Martha) isn't a gentleman's estate. It's a simple old place which runs on a paying basis. But not at all on the "basis" which most businessmen's farms run. Jay and his pretty, chip-off-the-old-block daughter, Martha, run it as a source of gourmet



SINCE 1940, living costs have gone up 69% . . .

But disposable personal income after taxes is up 157%!

And the cost of reaching each of these more-able-to-buy people with an advertising message (as measured by the value of the average advertising dollar in major media) *has not gone up at all* since 1940.

Here's one dollar that buys more than it did 10 years ago

The unit cost of most things you buy has gone up. Which is to say that the value of the dollars used in buying them has gone down . . .

But not the *advertising dollar!*

"It takes more dollars to duplicate most 1940 schedules!" Right. That's what deceives many people. But the **FACT** is that circulations and audiences have gone up, too; on the average you will get *more* for your 1950 advertising dollars.

This is fortunate. For 1950 offers salesmanship a 4-fold opportunity:

1. **there is still an enormous backlog of unsatisfied wants**

2. **the nation has the *productive capacity* to satisfy these wants**

3. ***the people have money* to pay for the things they want**

4. **the advertising dollar is a "*bargain*" dollar**

Yes, in 1950 you can reach a greatly expanded market, with more potential buying power, at *no greater advertising cost per person than ten years ago.*

These being the facts, there is needed only *determination* for selling, promotion and advertising to take up again in earnest the task of maintaining a rapid turnover of goods, and expanding our markets.

"Capacity production and distribution in this country always have been based on demand created through the generation of desires, not the mere satisfaction of needs."



WHETHER the problem is to get the most out of the advertising dollar in increasing sales for a product, or in winning understanding and good will for a whole industry, the J. Walter Thompson Company believes that good advertising must begin with **FACTS.**

Advertising itself essentially is a technique for isolating facts, and presenting them so they are accepted and acted on.

Facts about products, plus facts about media to reach exactly the people who can use these products and have the money to pay for them . . . these are the daily tools of the world's largest clinic of advertising experience.

J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y. Twenty-two other offices in strategic cities around the world.

met's specialties. Actually Jay disclaims credit for the idea. He says Martha did it—that she's sales manager, and he's merely permitted to do a few "chores." Anyway, from Keme Farm come the most succulent turkeys, beautifully boxed and just the size you want, with never a pin feather visible. Then there are Quaint Tea Chests, crammed with an assortment of rare teas, Generous Highball Glasses (Martha capitalizes everything and *on* everything), Country Style Hams, Gift Box Cheeses. The prices are surprisingly reasonable, for Martha and Jay don't expect to make a fortune. They'd rather build a business for Jay to "retire" to some day.

Jay is rightfully proud of his offspring. Martha didn't just decide, willy-nilly, to begin this thing as a whim which could be dropped if it got boring or if it looked like too much work. She'd had excellent experience in department store sales and as a junior executive in a Macy-owned store. Then a serious operation forced her to change plans. But like her Dad, Martha can no more sit idly by, sewing a fine seam, than Jay could sit on the front porch and watch blue tail flies.

Keme Farm was already a reality. And neither of the Egans believes that a farm should be allowed to lie fallow. Jay wanted to raise turkeys; Martha wanted to market a few choice gift items along the food line. They did both.

Together they put their ideas to work and later produced a charming little booklet, too nice to be called a catalog. It describes their offerings, tells about Keme Farm and tells how it developed into a paying, working proposition from the Victorian dead weight it so recently was.

Jay has too much sense and too robust a sense of humor not to know that Martha originally laid her Keme plans to show him that she is as smart as her old man. He maintains that she got her lady-like revenge on him for assuming that she'd just sit around while she was convalescing waiting for a Prince Charming to ride by in a Jeep. Actually, if you like your cake and prefer to eat it, too, the "Prince" did come calling. Martha got engaged to him. He's Fred Mollenkopf, Jr., *Blade* city editor's son.

Martha says enough of this fiddle-faddle. Just tell the people that if they want the moistest, sweetest, prettiest turkeys in the world; if they like the sharpest, bitingest cheeses available; if they want tea that *is* tea and which comes in bee-yutiful boxes, write to Keme Farm and get the booklet. She adds, "Christmas is coming!"

Over more than twenty-five years, these clubs have shown that the format is practical, and also fun. It helps businessmen develop clearer thinking as a requisite for better speech. Members develop presence, personality, leadership. Throw a stone almost anywhere in the United States, and it might hit a legislator or executive who got his training in a Toastmasters club, and if not such "brass," then a buck private whose facility on his feet has helped him in business, and socially.

Each club sets its own membership fees, which include a modest per capita fee to the international organization. Only two officers and the office staff are paid, the directors, regional and area governors serving for love of the work. The name "Toastmasters Club" is controlled, and its use requires a club charter.



**350 MILLION dollars in extra sales
in this market during the first
half of 1950*. What will be your share?**

**THE AMERICAN
LEGION
MAGAZINE**

***Through the distribution of
National Service Life Insurance Refunds.**





Christmas reminder...

When you're thinking about what to give your business associates, customers, and friends, remember this...

Chances are they'd rather get Four Roses.

Your favorite retailer will be glad to make special arrangements for gift purchases and deliveries.

FOUR ROSES
AMERICA'S FAVORITE GIFT WHISKEY



FINE BLENDED WHISKEY in an attractive gift carton.

90.5 proof. 40% straight whiskies; 60% grain neutral spirits. Frankfort Distillers Corporation, New York City.



Coupon with a payload pull

From the roundhouses and carbarns of Lionel Trains came a one-column, 2-color ad for PARADE. The hook: a "special 25¢ offer" for the Lionel catalog.

Inside of a month, Lionel's PARADE ad fetched 4,250 coupons... and 4,250 quarters! *The ad was 43% paid for right off the bat!* And what's more, the ad produced a total of 6,750 coupons before the excitement died down... putting 6,750 Lionel catalogs into the hands of 6,750 proven enthusiasts.

Lionel sure was on the right track when it chose PARADE.

Mail-order ads, the ads that really have to *prove* they can pull, demon-

strate the full throttle response that ads get in PARADE. Starch figures explain that response. They show that PARADE gets more readers per 100 copies than any other leading national magazine—Weekly, Monthly, or Syndicated Sunday Magazine.

Smart advertisers are piling aboard like commuters on the 8:10. In lineage gains, PARADE is highballing ahead of all rivals in the Syndicated Sunday Magazine field. We're up 20% for the first three quarters of 1949, you know, and that's on top of a 50.8% increase for 1948.

And it's no wonder. PARADE is advertising's best buy today.

You ought to be in pictures...in

parade

SUNDAY PITTSBURGH POST-GAZETTE



We're Too Young
to talk about figures . . .
but we've plenty of

Eye Appeal

Only six months old and we're actually ready to doff our diapers. So obviously we can't yet talk about figures like media records and A.B.C. But section by section and page by page we'll stack our "eye" appeal up against any Sunday! Our nine big, bright and colorful sections are steadily winning their way into more and more hearts and homes each week. Test us, and you, too, will say, the Sunday Post-Gazette is Pittsburgh's biggest bargain buy.

PITTSBURGH
POST-GAZETTE

ASK OUR REPS TO SHOW YOU HOW
YOU CAN BUY FULL PAGE IMPACT—
IN COLOR, TOO—AT SMALL SPACE COST

Represented Nationally by Moloney, Regan & Schmitt

Move right in
with young
Mr. & Mrs. ...

X marks their first home
...empty and waiting
for what you sell

Move right in with young Mr. & Mrs.—
and *cash* right in on the most active,
responsive, brand-conscious market in the land!

Remember—this is a *home-in-the-making* market...
new and unlike any other because these young marrieds
need everything from ashtrays to breakfronts. *Now.*

Tell young Mr. & Mrs. your story in
the *only* magazine edited exclusively for them...

LIVING FOR YOUNG HOMEMAKERS.

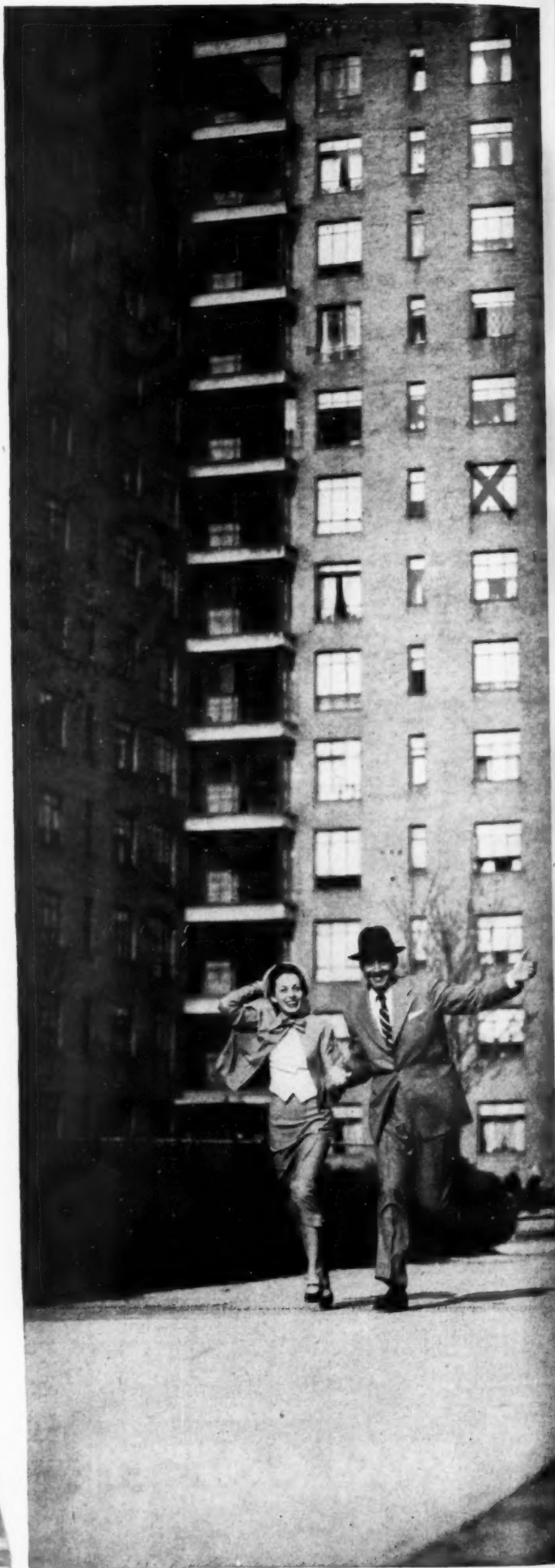
A Street & Smith Publication

ADVERTISING OFFICES:

New York • Chicago • Los Angeles • Boston • Cleveland • Atlanta

12 ISSUES
A YEAR...STARTING FEB. 1950

NEW
Fall Issue
(NOV.-DEC.)
Now on Sale



NEWS REEL



L. F. CARLSON

Former national merchandising manager, he is promoted to executive assistant to the general manager, Oldsmobile Division, General Motors Corp.



ARMAND A. HAUSER

Named director of sales and advertising for the Kiekhaefer Corp., Fond du Lac, Wis., makers of Mercury Outboard Motors and industrial engines.



WILLARD J. COX

Marketing manager of the General Electric X-Ray Corp. is promoted to vice-president in charge of marketing. He has been with the company 19 years.



E. P. H. JAMES

Former manager of sales operations and a vice-president of Mutual Broadcasting System, is appointed director of promotion for Steuben Glass, Inc.



ARTHUR F. KELLY

Elected vice-president in charge of sales for Western Air Lines, Inc., will direct the sales, traffic, advertising and promotional programs for the company.



J. J. PATTERSON

Newly named Eastern District sales manager for Multiwall Bag Sales, Union Bag & Paper Corp., he succeeds S. K. Bradley, now assistant director.



GEORGE A. SAUER

Promoted to supervisor of divisions offices, Merchandising Division, The Electric Auto-Lite Co., he had been supervisor of Southern Division office.



T. W. GABRIEL

Appointed general sales manager of Firth Sterling Steel & Carbide Corp., he had been sales manager of the company's Ohio District since August, 1944.

Dear Editor...

"ADVENTURES" OF LIONEL MOSES

Editor, SALES MANAGEMENT:

If reprints of the article entitled "Adventure With Aunt Jemima" by Lionel B. Moses are available, I would like to have eight (8) copies.

It would appear to me that this entire series by Mr. Moses would be a good collection to make available to the SALES MANAGEMENT readers.

I will be interested in hearing from you.

R. D. HIRSCHBOECK
Sales Promotion Manager
Blatz Brewing Co.

(Reprints of "Adventure with Aunt Jemima" [SM, Oct. 1, 1949, p. 64] and "Adventure with a Baby Carriage" [SM, Nov. 1, p. 76] are available from SM's Readers' Service Bureau for 10c each. See SM, Dec. 1, for "Adventure with Sunkist."—The Editors.)

MISSING "000's"

Editor, SALES MANAGEMENT:

In your issue of October 15, on page 152, you have an article on the Continuing Studies of Farm Publications.

I want to call your attention to the second paragraph of the second column in which you state, "It was found that there were more than 10,000 persons 12 years of age and over, etc., etc." If you will stop to realize, in 12 studies you would certainly find a lot more than 10,000 persons of 12 years and over. You must mean 10 million.

M. B. BOCK
Advertising Manager
Wallaces' Farmer & Iowa Homestead

(Mr. Bock is right. It's ten million, not ten thousand.)

LACY'S COUNTER-ATTACK

A. R. Hahn, SALES MANAGEMENT:

... I have been particularly interested in your "Shop Talk" of October 15th.

If you are correct in this editorial, I will have to change my ways because I am committing many of the offenses you mention. In fact, I am especially guilty of the one you seem to dislike the most, the "trap close." I think I coined the phrase and I believe I am the only speaker in the country using it on a wide scale.

If this or anything else I am doing is harmful to the selling profession I would want to hit the sawdust trail and mend my ways. I'll gladly change the name of

the close or drop any of the other words or phrases I am using that are harmful, if I can be convinced that they are, because I want to do all I can to help and nothing to hurt selling. I feel, however, that you are human, like the rest of us and you could be wrong...

About your comment on the "battle talk." All will agree that helpfulness to the buyer should be the dominant motive but it is not always easy to get him to see that you want to be helpful and can do more for him than anyone else. Sometimes you have to fight to "get in," sometimes you must fight to get his attention, sometimes you must fight to make him appreciate the importance of your appeals, frequently you have to fight to close him and get action. It would be wonderful if all that was involved was sitting down and working out the best way, with the full cooperation of the prospect, but it doesn't work out like that. Big producers have to fight—sissies can't make the tough sales.

Further, the real battle is not with the prospect. The real battle is the one that the salesman—or I should say the many battles—the salesman has with himself.

You will know what I mean if you have ever sat in a lonely hotel room, a couple of thousand miles away from those you love, with loneliness eating your heart out and fought yourself to keep from throwing up the job and going back home and staying there to be near the ones you love more than anything else in the world.

You will know what I mean about battles if you ever have struggled out of bed in the morning, heartsick and discouraged, because you can't sell anything to anybody, and forced yourself to start out again with a smile on your lips and a spirit of optimism on the surface when underneath you are whipped completely.

If you have ever been through those situations you know what it means if, in the middle of draining the dregs, you get a letter or a 'phone call or a personal call from a sales manager who gives you a fight talk. If this has ever happened to you you must have done as the rest of us have, got down on your knees that night and thanked God that he sent you a sales manager who thought enough of you and your problems to give you a lift when you were just about ready to go under.

Now about the building of a vocabulary of special picture-making words. Who will decide the words that are to be used? Will it be those who never sold anything real hard to sell or will it be some of those of us who have done knock-down selling for many years? What if we don't like the words that are selected any more than you like the words some of us are now using? Will we be forced to use them?

On the subject of having selling recognized as a profession, I think what you are after there is dignity and respect. Just belonging to a group that is called a pro-

fession will not get dignity and respect for us. I know a lot of lawyers and doctors who do not enjoy much respect, just as I know many salesmen who enjoy great respect and dignity at the hands of all...

On the matter of the Lunatic Fringe: I think you used that phrase lightly and probably because you like the sound of the term because among the men who are the chief offenders in the use of the words "pitch," "gimmick," etc., are men like Red Motley, Gene Flack, myself among others and, if you will exclude me because I am doing the talking, I think you will agree that the others are entirely rational and working as hard for the interests of selling and those who sell, as anybody in the country.

I know how sincere you are in your efforts to uplift selling—I am certain you would want to do it the way that is best for the greatest number. It is possible that you are on the wrong track in this situation and I am confident if you found that you were you'd change the editorial content of "Shop Talk."

If you are right, I'll change mine and polish it up to meet with the required standard.

I suggest you run this rebuttal in your column and ask your readers to tell you which of us is on the right track...

JACK LACY

(Choose your weapon and take sides. Are such battle words as ammunition, attack, armor, defense, barrage, and retreat harmful or helpful? Are you for or against use in selling of the words pitch, gimmick, and the expression "trap close"? Before you turn the page, why not buzz your secretary and cast your vote in a note to SALES MANAGEMENT, 386 Fourth Ave., New York 16.—The Editors.)

HOW COSTS COMPARE

Editor, SALES MANAGEMENT:

I am wondering if, during the course of your analysis of Canadian marketing conditions, you ever have had occasion to compare selling costs here with those in the United States.

In other words, would you have any factual data to support a statement to the effect that a manufacturer's selling expense generally tends to run higher (or lower) in Canada than in the United States based on a given dollar volume of sales. If such a difference does exist, what are the basic reasons for it?

Any comments you might care to make on this subject would be most welcomed.

J. L. ARMSTRONG
Advertising Manager
Armstrong Cork Canada Limited
Montreal, Quebec

(No precise figures are available, but on a given dollar volume of sales, expenses generally run higher in Canada. Reasons: Population is scattered causing salesmen to travel greater distances and cutting down number of calls they can make. Average family income is only 80% as much as in the United States. Taking Canada as a whole, the potentials and problems are somewhat similar to the development of the rural and farm areas in this country.—The Editors.)

IS YOUR ADVERTISING NEGLECTING 14,000,000 AMERICANS?

*Is Your National Advertising by-passing 10% of
the Total U. S. Market . . . a Market Greater than Canada?*

More than the income of Canada . . . more than our export business . . . are the 8 to 10 billion dollars in buying power now enjoyed by America's Negroes. Sixty-two per cent of this buying power is spent in consumer goods and services. Many advertisers today are creating general advertising that quite often entirely misses the mark of selling this vast market.

Negroes constitute as high as 40% of the population in major markets

There are approximately 50 Negro markets of major importance in the United States, with Negro populations of from 20,000 to 500,000. In a number of these cities, particularly Southern cities, Negroes represent close to 40%, and over, of the total market.

1940 Population of Major Negro U. S. Markets

City	1940 Negro Population
New York, New York	458,444
Chicago, Illinois	277,731
Philadelphia, Pennsylvania	250,880
Washington, D. C.	187,266
Baltimore, Maryland	165,843
Detroit, Michigan	149,119
New Orleans, Louisiana	149,034
Memphis, Tennessee	121,498
Los Angeles, California	118,888
Birmingham, Alabama	108,938
St. Louis, Missouri	108,765
Atlanta, Georgia	104,533
Houston, Texas	86,302
Cleveland, Ohio	84,504
Pittsburgh, Pennsylvania	62,216

You may think your general advertising is reaching them . . . BUT IS IT?

You may well say, "My over-all national advertising program is reaching these Negroes." You may think it is. And it may be reaching some of them, but is it reaching—and selling—anything like the full scope of this great market?

What is the best way to reach the Negro Market?

What is the most completely effective, the most economical way to reach the Negro market?

Newspaper? The white press is not keyed to the Negroes' interests. Of the 155 Negro newspapers (most

of which are weeklies), only 17% belong to the Audit Bureau of Circulation. The total circulation of all Negro newspapers is approximately 1,800,000.

Radio? Only 50% of the total Negro families of America today own a radio. Furthermore, programs are not keyed to their interests. Only a relative few Negro radio artists are heard nationally.

Magazines? Again, white publications are not keyed to the Negroes' interests. It has been estimated that circulation of national magazines will average less than 10% coverage of the urban Negro market.

The Answer . . . NEGRO THEATRES

Negro theatre is the effective, economical answer to reaching the American Negro market. With its impact of sight and sound, with its powerful selling force of sales by demonstration, with its no-white circulation, you sell surely and economically in as many markets as you desire to reach.

No waste circulation—copy is "BEAMED"

Live Negro actors sell your product in a human interest manner, speaking the Negro's own language, appealing to his own self-interests. Every Negro in the audience sees and hears your message. No other medium can be so frankly keyed to the Negroes' interests with a sales impact of Sight, Sound and the appeal to the Negroes' Self-pride.

Wire, phone or write today for

. . . a complete list of those Negro theatres in the United States, showing average weekly attendance and weekly rates, together with our Free Booklet, "America's Great Unsold Market of 14,000,000 People."



NATIONAL THEATRE ADVERTISING CO.

Commerce Title Building, Memphis, Tennessee, Phone 5-2404

When You're Hiring a Top-Flight

Salesman

FOR



INDUSTRIAL MATERIALS

Be Sure to Look at His Record

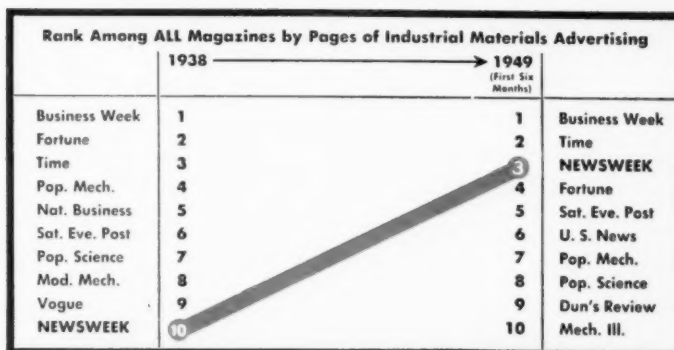
A MAGAZINE IS ONE OF YOUR SALESMEN IN PRINT. AND HERE IS NEWSWEEK'S 11½-YEAR RECORD IN THE INDUSTRIAL MATERIALS FIELD.



AMERICAN BLOWER	Permanente Metals	CUTLER-HAMMER MOTOR CONTROL	BUNDY TUBING
WORTHINGTON	KOPPERS	GAYLORD CONTAINER CORPORATION	J&L STEEL
Westinghouse	Buhl	GATX GENERAL TRADING CORPORATION	THE WAYNE PUMP CO.
ACME STEEL CO. CHICAGO	B.F. Goodrich	NEW DEPARTURE	ST. REGIS PAPER Company
CATERPILLAR DIESEL	AMERICAN Brake Shoe COMPANY	WARNER & SWASEY Machine Tools	CONTAINER CORPORATION OF AMERICA
BODINE	UNITED-CARR FASTENER CORP.	ALLEGHENY LUDLUM STEEL CORPORATION	CARBOLOY
Martin Marvinol	ALCOA	GOODYEAR	CLARK EQUIPMENT COMPANY

How

Newsweek's Acceptance Has Grown



Source: PIB

Why

Newsweek Ranks So High with Advertisers of Industrial Materials

• Newsweek delivers more leaders in industry, business, and government per advertising dollar—at the lowest rate per thousand—than any other weekly, biweekly, or monthly magazine.

Among these leaders are those with a direct, deciding voice in company buying. Thousands more strongly influence the direction of this buying. And many are responsible for setting the corporate

policies which require the purchase of specific materials.

Moreover, as individual consumers, 85.5% of Newsweek's more than 800,000 families have incomes that put them in the top 2/5 of all U. S. families. In fact, Newsweek is read by the greatest concentration of highest-income families per advertising dollar of any weekly, biweekly, or monthly magazine.

• Keeping pace with Newsweek's advertising growth, Newsweek's 1949 circulation is the highest in its history.

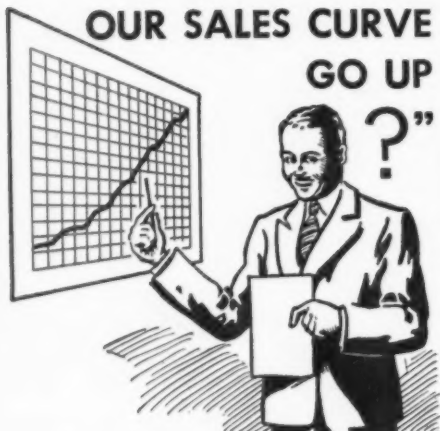
What

Industrial Materials Companies Advertise in Newsweek

TOWMOTOR THE ONE MAN GANG	THE BRISTOL BRASS CORPORATION	HEWITT-ROBINS INCORPORATED	WALTHAM SCREW COMPANY	GENERAL ANILINE & FILM CORPORATION	TIMKEN
Weatherhead	BETHLEHEM STEEL	PENN SALT	UNION CARBIDE AND CARBON CORPORATION		
AMERICAN IRON AND STEEL INSTITUTE	NATIONAL MALLEABLE AND STEEL CO.	DIAMOND CHEMICALS	DIAMOND POWER SPECIALTY CORP.		
MONSANTO CHEMICALS PLASTICS	INCO Nickel	KIMBERLY-CLARK CORPORATION.	ALLIS CHALMERS		
FAIRBANKS-MORSE	K KELLER TODD	Continental Motors Corporation	NATIONAL CYLINDER GAS COMPANY		
Veeder-Root COUNTERS	AIResearch	KRUPP FORGE COMPANY	AUTOMATIC TRANSPORTATION COMPANY		
BS&B EXPORT SALES	J. A. ZURN MFG. CO.	Paterson Parchment Paper Company	AMERICAN Cyanamid COMPANY		



"WHAT MADE OUR SALES CURVE GO UP ?"



"Better Selling Equipment!"

"We compile our customer-catalogs so they're easy to use, easy to keep up-to-date, easy to pick out of the pack. Of course they're Heinn Loose-Leaf!"

"When we have a business proposal to present, our material is bound in an attractive, sales-clinching cover. Prospects apparently appreciate the extra effort we make to present a businesslike proposal.

"Sales manuals are important factors in our selling effort. We use Heinn Loose-Leaf binders because it is simple to add extra pages and to eliminate obsolete at a minimum of cost and effort.

"We avoid confusion by having Heinn Loose-Leaf price books in the hands of our salesmen. Customers like to be sure that all quoted prices are current. The Loose-Leaf method is by far the most accurate.

"We equip our salesmen with visual selling aids, such as, Sales Pacs, Photo-Pac Kits, E-Z Fold Easel Binders and Cases specially designed to fit our business. We make their selling job easier—and more profitably effective."

Send for your copy of The Heinn Catalog of Loose-Leaf Binders. See how others keep sales curves moving upward. Learn how easily you can add new and compelling strength to your selling with Heinn Loose-Leaf Binders. Write us your request TODAY.

THE HEINN COMPANY

326 West Florida Street
Milwaukee 4, Wisconsin

HEINN
MILWAUKEE
Originators of
the Loose-Leaf System of Cataloging



BY T. HARRY THOMPSON

Our own definition of good public relations: Doing unto others as you would have them do unto you . . . and doing it first!

Good advice to all of us who sell, discovered in my "Wishing Well" in the newspapers: "Try for it."

Don Southgate says he hopes he's among the first to tell us about the Angostura Bitters poster plainly visible from Pennsy trains approaching New York City . . . a simple board showing a bottle of bitters, a brown cocktail with cherry, and the words: "Welcome to Manhattan."

A v.p. of a big lithographing house writes: "Dear Harry: It took me seventeen years, but it has just occurred to me that the last year of the Hoover Administration was 'the night before Christmas.'"

Leugel Foss sends a pet *bon mot* of his: "A girl doesn't worry about being a bachelorette as long as she isn't bachelor-less."

NIT—"Do they take tourists?"
WIT—"And how!"

"It's the *fresh egg* that gets slapped in the pan."—Exchange.

H. S. Collins, merchandising manager of David E. Kennedy, Inc., the Kentile people, says: "We agree with you, and how!" That is, that we should return to the pre-war practice of putting prices in magazine ads. He encloses some Kentile proofs to underscore his belief.

Thought for this week: "Coal helps keep Washington clean."

Memo to Kreml: Isn't "greasy goo" redundant?

I wonder if Washington isn't more famous for "plum" trees than cherry trees.

British Tories are asking who put the "sterile" in "sterling."

HEADLINE PARADE

A masterpiece in oil.—Gulf.

Why do they want to put A&P out of business?

Watching every move you make! —Mayflower Warehouses.

For men as smart as they look! —Wright Arch-Preserver Shoes.

Was Roosevelt a superman? —Devin-Adair Co.

Slat-Happy. —Alcoa Venetian Blinds.

The building-boom has a secondary benefit, as yet unnoted: Hundreds of houses blooming where only ragweed bloomed before!

Gordon Hertslet, St. Louis agency-exec, suggests a special brand for a certain flavor-stimulator, for sales south of Mason & Dixon's Line: "Southern Ac-cent."

If you have been to both places, you will never confound Washington, D. C., with Washington, N. C.

"Russia Recognizes Reds in China."—Headline. Recognition is easy when you look in a mirror.

On a recent motor-trip through the South, I was glad to note the 15-mile-an-hour rule being enforced in school-zones. You decelerate to a creeping 15, for a certain look in the cop's eyes tells you he isn't fooling.

There'll always be a railroad-brakeman to call out: "Smoking-car back in the rear."

This would seem to be the year of the parking-meter. The nickel-nabbers are sprouting like weeds in all shopping-communities.

FLY-SPECS: Aviators' goggles.

METAL FURNITURE: Simmons Beds. MATRICES: Cushions for same.

HAND PROOF: The Significant Solitaire. PRESS PROOF: Old maid.

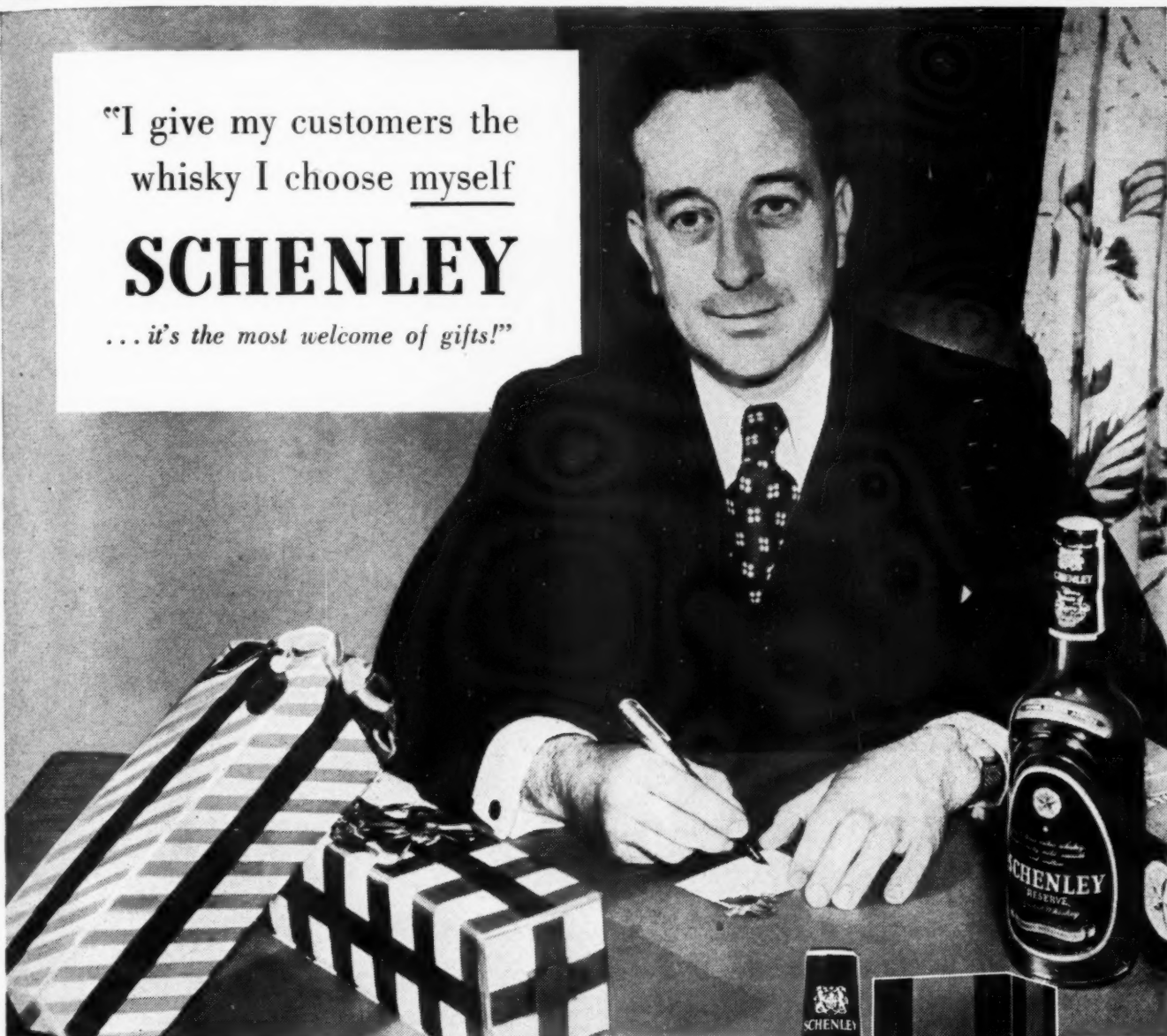
If Philco is "the leader," is Freuhauf "the trailer"?

FEN DOSCHER, Pres. Sales Executive Club, D.P. Charge of Sales, Lily Tulip Co., says:

"I give my customers the
whisky I choose myself

SCHENLEY

... it's the most welcome of gifts!"



Add prestige to your holiday giving and entertaining. Choose Schenley for your business associates, employees and friends. Everyone welcomes a gift of fine liquor . . . and there's no finer name in whisky than Schenley. What's more, you're always *right* with Schenley. You *can't* make a mistake! So . . . for your own personal enjoyment, for smart entertaining, and for the finest in holiday giving . . . order Schenley *today!* Just call your package store. It's *that* easy!

A Schenley Mark



of Merit Whisky



ENJOY RICHER, FINER TASTE FROM SCHENLEY THE HOUSE OF AGED WHISKIES

RARE BLENDED WHISKY 86 PROOF. THE STRAIGHT WHISKIES IN THIS PRODUCT ARE 5 YEARS OR MORE OLD. 35% STRAIGHT WHISKY. 65% GRAIN NEUTRAL SPIRITS. SCHENLEY DIST., INC., N. Y. C.

NOVEMBER 20, 1949

Service Coming Up!



It Takes a Dispatching System Like MAYFLOWER'S to Provide DEPENDABLE SERVICE

• When you have men to transfer to new locations there's often no time to lose. You need long-distance service promptly. Mayflower is able to give you that kind of service. That's because Mayflower has developed advanced routing and scheduling techniques, which are expertly carried out in dispatching offices in Indianapolis, New York, and Los Angeles. Mayflower dispatchers know where the vans are at all times, and are always on the job to send them where they are needed. That means service when you want it, where you want it. For full satisfaction standardize on Mayflower, the van fleet that has no tailgates.

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



There's nothing like a national trade-mark to make a newcomer feel at home anywhere in the U.S.A.

Is the paper-shortage over? I haven't heard a newspaper yipe about it in nearly a year.

When it comes to kissing, Barkley is willin'.

The top hat gets the snowball, as Cadillac used to say; and a driver's left arm gets the sunburn.

The New Yorker told a curious story about a man who had sent a poem to the *Satevepost*. It seems the *Post* editor liked the verse, but asked the contributor for two business-references before sending a check in the amount of \$60 for the piece. What's the angle? I don't get it.

Baby-sitters get their advertising for free through the traffic-bureau . . . those signs reading: "Watch Children."

From Capoolong Farm, Annandale, N. J., A. K. Schanze writes: "Will you agree with me that the power-plants of the TVA are run by dam fuels?" In-du-BIT-a-bly, A. K., as Billy B. Van used to say, when he was in the two-a-days.

Instead of all RFD mail-boxes looking like aluminum quonsets, why couldn't they be reasonable facsimiles of the owners' houses? A miniature TV aerial on the roof could supplant the conventional red flag.

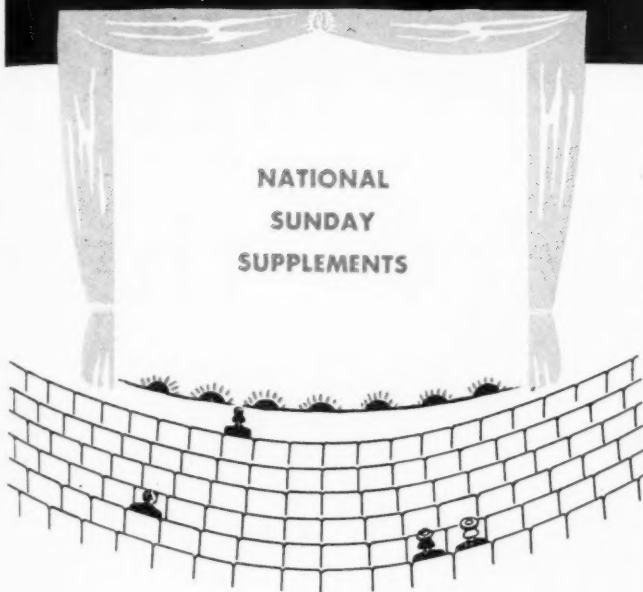
At Cargan's Atlantic Gas station on U. S. 1, Fort Lauderdale, the smiling boy who filled my tank was unquestionably a *latino*. Here was a chance to try my Berlitz Spanish, and I did. He stared at me and just grinned. "Aren't you Spanish?" I asked him in English. "My parents were born in Spain," he said. "Then why don't you speak Spanish?" I said. His reply: "Guess I'm too dumb!"

Suggested slogan for a well-known weekly: "Put *Life* in your selling!"

SALES MANAGEMENT

ATTENTION, SALES MANAGERS!

Which audience are you playing to in Oklahoma?



ONLY THE DAILY OKLAHOMAN TESTED[†]

SUNDAY MAGAZINE SECTION

GIVES YOU MASS COVERAGE IN THE RICH OKLAHOMA MARKET!

BIGGEST SUNDAY CIRCULATION
of any newspaper in the southwest regardless of city size

LOOK AT THE BOX SCORE!

THE DAILY OKLAHOMAN	237,888*
METRO MAGAZINE GROUP (All 23 papers)	13,625**
THE AMERICAN WEEKLY (All 21 papers)	7,822**
PARADE (All 26 papers)	3,853**
THIS WEEK (All 27 papers)	904**

*Oklahoma & Times circulation figures from publisher's statement to A.B.C. for 6 mos. ending March 31, 1949.

**National Sunday Supplement circulation in Oklahoma from latest available published figures.



[†] **TESTED** for over a year
by local advertisers with
outstanding results. Ask
a Katz man for the story.

237,888

FAMILIES EVERY SUNDAY
read The Daily Oklahoman

244,701

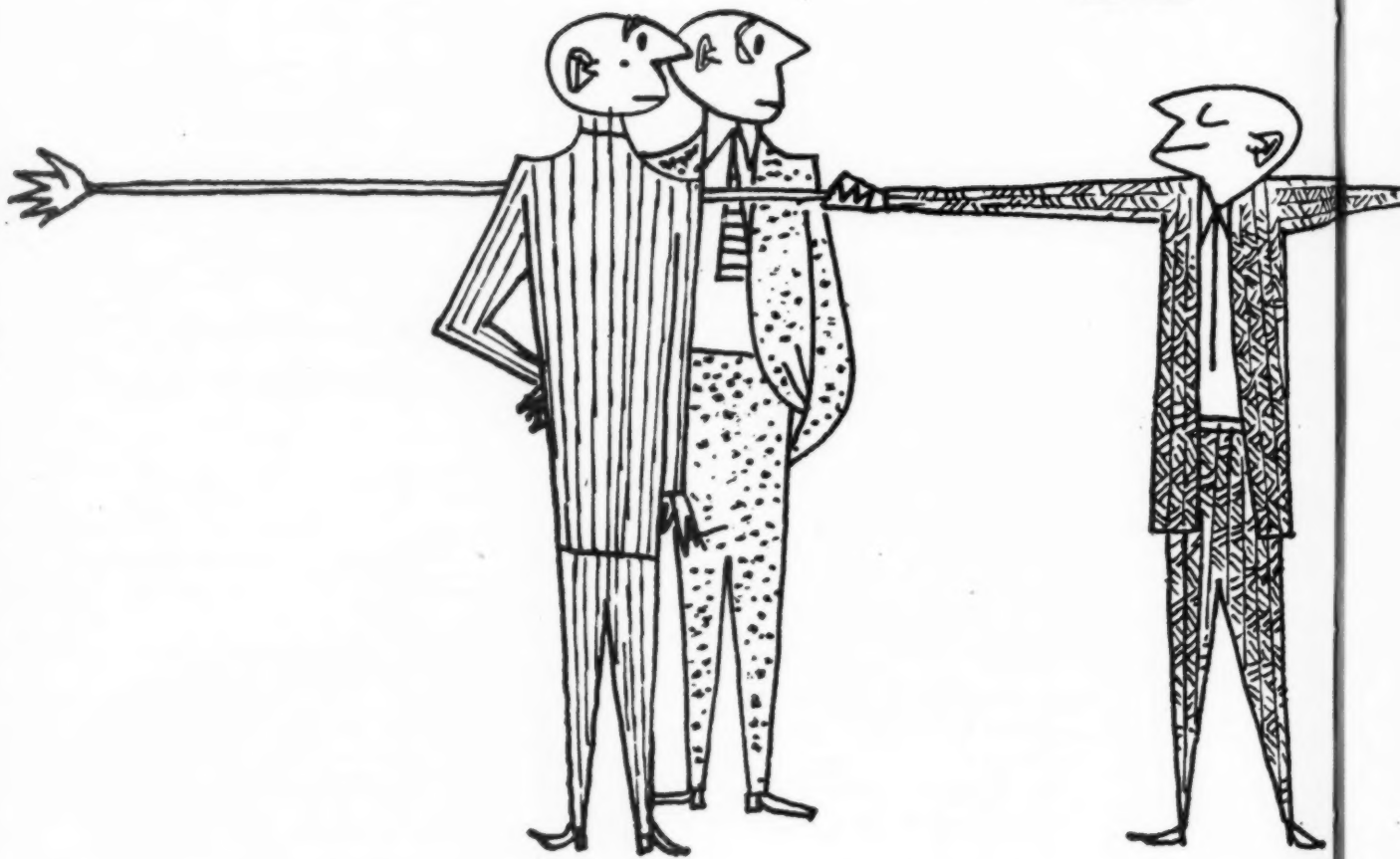
FAMILIES DAILY
read the Oklahoman & Times

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

The Oklahoma Publishing Company: The Farmer-Stockman. WKY-AM-FM-TV, Oklahoma City

REPRESENTED BY THE KATZ AGENCY, INC.


It's even
bigger
than
bigger



Each time you look at radio it's bigger.
You turn your head away and before you turn
it back it's bigger than ever.¹

Radio is bigger than anything—
bigger than magazines, bigger than newspapers,
bigger than both of them put together.

Yet in measuring the bigness of radio,
people still use obsolete yardsticks.
Yardsticks, for example, which compare
the circulation of a *whole* magazine with
the audience of a single network program.
(It's like saying my apple-tree is bigger
than your apple, as *Variety* recently put it.)²



Or take a yardstick like "cost-per-thousand
listeners." In radio a more realistic gauge
is "**cost-per-million.**" In radio there is
no such thing as only "a thousand" listeners.
(It's like using a ruler to measure the distance
between the stars.)³

Sometimes the only way you can tell anything
is bigger than anything is by discovering
that it's smaller. The cost of customers
delivered to advertisers in network radio
is smaller than in any other major medium.

And CBS is both bigger and smaller than
anything in radio—bigger because it delivers
more millions of listeners to advertisers
than any other network; smaller because
it does so at the "**lowest cost-per-million.**"

CBS

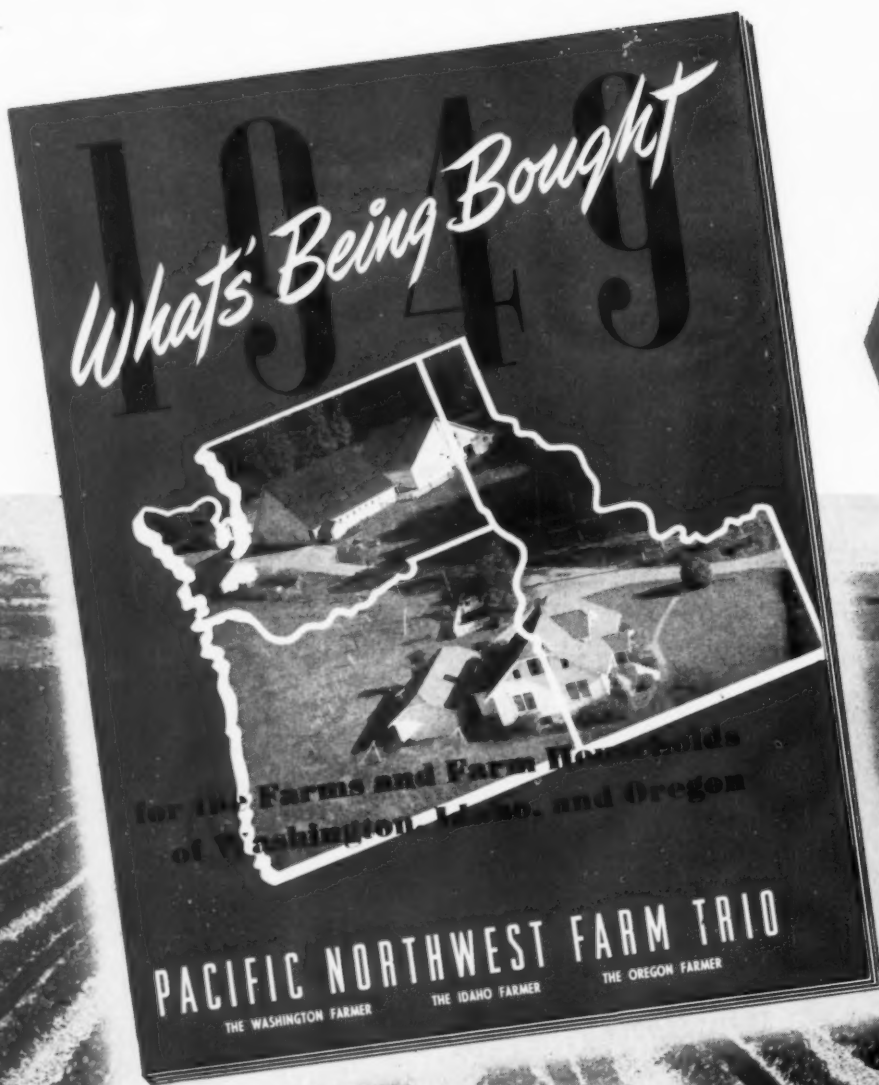
The Columbia Broadcasting System

NOVEMBER 20, 1949

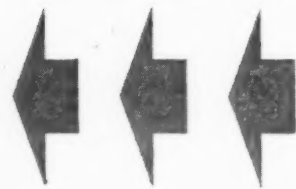
¹ People are buying
radio sets at the rate
of 650,000 a month!

² CBS reaches 34
million families each
week! The country's
largest magazine
has a readership
of about 15 million
families per issue.

³ CBS' "cost-per-million"
actually delivered
to advertisers
comes to only \$1670—
or one customer for
one-sixth of one cent!



New!



Get Your Full Share of PACIFIC NORTHWEST Farm Dollars!

IRRIGATION — is big business and a big success in the Pacific Northwest. More than 600 irrigation storage dams impound water which flows to more than 3 million acres. Water when wanted is one reason for the high productivity of Washington, Idaho and Oregon crops. Pictured here is a fertile potato farm near Nysa, Idaho. Idaho produces 9.6% of the nation's potato crop, and the yield per Idaho acre is 36.5% above the national average. (Bureau of Reclamation Photo).

Factual! Helpful!

Your Guide To More Sales In The Big PACIFIC NORTHWEST FARM MARKET

How does your product stand in the Pacific Northwest Farm Market?

Are you getting your full sales quota from the prosperous farmers of Washington, Idaho and Oregon, whose average incomes for the past 20 years have ranged from 29% to 62% above the national farm average?

Send for your copy of the 26th edition of the Pacific Northwest Farm Trio's annual consumer survey, the oldest consecutive consumer study in America. Get the facts that will help you make more sales. The Farm Trio's consumer study contains helpful, reliable information on brand preferences, buying intentions and amounts to be purchased for more than 150 products ranging from automobiles to flour. A special section reports ownership of major appliance items.

Whatever your sales viewpoint, here's a data book that will help you cultivate more sales in the Pacific Northwest Farm Market—a market well worth extensive sales cultivation. It can be easily sold with the home-state farm magazines, The Washington Farmer, The Idaho Farmer and The Oregon Farmer. Address your request for "What's Being Bought" to the advertising manager—the return mail will carry your copy.

Twenty-Sixth Edition of the Oldest Consecutive Consumer Survey in America Gives You Buying Intentions and Brand Preferences for

- ✓ Food Products
- ✓ Canning Supplies
- ✓ Soaps and Cleansers
- ✓ Livestock and Poultry Feed
- ✓ Livestock and Poultry Supplies
- ✓ Petroleum Products
- ✓ Building Material
- ✓ Farm Machinery and Equipment
- ✓ Automobiles, Trucks, and Accessories
- ✓ Clothing
- ✓ Plumbing, Heating and Cooking Equipment
- ✓ Electrical Appliances and Equipment



ADVERTISING REPRESENTATIVES:

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Boise, Portland

*Pacific
Northwest*

FARM TRIO

COMBINED NET PAID CIRCULATION OVER 170,000 EACH ISSUE



You Name the Budget We Meet It

SAY you're hep to the fact that doctors have it to spend and spend it—for hats, refrigerators, drugs and diagnostic equipment.

You have X dollars to spend for advertising your product to this M.D. (more dollars) Market.

You'll want the State Journal Group—reaching every member physician in 42 states, printing local medical news, wielding local influence.

From there on it's easy. Just write for our 29 Space Plans, including one tailored to fit your appropriation. Then take the day off!

To see the 29 Space Plans, write "Budgets," and address

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One contract! One monthly statement! One piece of copy! One original plate per insertion!

ALABAMA, Journal of Med. Assn. of	NEW ENGLAND Journal of Med. (Mass., New Hamp.)
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DISTRICT OF COLUMBIA Med. Annals of	OHIO State Med. Journal
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GEORGIA, Journal of Med. Assn. of	PENNSYLVANIA Med. Journal
HAWAII Med. Journal	ROCKY MOUNTAIN Med. Journal (Colo., Utah, Wyo., New Mex., Mont.)
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IOWA State Med. Soc. Journal of	SOUTH DAKOTA Journal of Med.
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MAINE Med. Assn., Journal of the	VIRGINIA Med. Monthly
MICHIGAN State Med. Soc., Journal of	WEST VIRGINIA Med. Journal
MINNESOTA Medicine	Wisconsin Med. Journal
MISSOURI State Med. Assn., Journal of	
NEBRASKA State Med. Journal	

WASHINGTON BULLETIN BOARD

GENERAL SERVICES

► The Government is changing its bid forms in order to satisfy the Senate investigators of 5 percenters. There will be a new question on them. The changed form has not yet been printed; exact language has not even been fully agreed upon.

A manufacturer found to have used a "bona fide" agent, it is said, won't get into trouble, but just what the term "bona fide" means is not stated. There will be no advance announcement of tests that the manufacturer himself can apply in hiring the agent; the risk is on him.

The standing rules do not allow payment of what is called a "contingent fee." However, this does not invariably mean that you can't pay a percentage commission based on the size of the order. Apparently, investigators will judge whether the commission is or isn't a "contingent fee" by other criteria: how they size up the agent, whether he seems to be unsavory, etc. At least nothing more explicit is being said now to inquirers.

Suppose that it is found that you have employed an intermediary of the proscribed kind. The Government can deduct the amount of his commission; blacklist you in the future. Government men indicate that the heavier penalty will certainly be used often.

Yet it is not a war on agents. There are hundreds of them whom the Government has been dealing with for years. To stop dealing with them would jam the works. This is brought out by the answer to the question of how an agent, bidding direct, should reply. "He should make a negative reply; he is a principle."

Manufacturers, it is said, need not take cover by selling Government exclusively through full-time employees or through agents operating as dealers and bidding in their own names. But they must make sure of their agents.

CENSUS

► The Bureau has just published a single sheet, "Provisional Estimates of the Population of the United States by Regions, Divisions, and States, July 1, 1949." To get it, write the Bureau, identifying the report by title and by number, "Series P-25, No. 32." Total population is 149 million, up 12.9 percent since

1940, and the largest numerical increase for any decade in American history. Relatively the northeast and the south have lost population; the west gained 42.5 percent.

► As a check on the Business Census, the Bureau has just started a sample census covering 15,000 concerns, about 1/2 of 1 percent of the total. They are located in 500 counties, which are intended to be representative. Work will be completed by the end of the year.

The sample survey will cover concerns which first started business in 1948 and were excluded from the regular poll. The questionnaire seeks information on purchases of new equipment, omitted in the complete survey.

COMMERCE

► The Department's surveys over the past several months of "Construction and Construction Materials" suggest that, while home building still booms, remodeling and conversion has dropped. A couple of years ago, the Department's figures on the sales of components used both in conversion and in building greatly overbalanced those on new home construction. Bathtubs, sinks, cooking ranges, etc., were selling much faster than houses and apartments were being built. Shipments of all these products have declined around 25 percent from last year.

Much of the remodeling and conversion probably increased the number of homes. Consequently, for a while all of the furnishings that go into a new home were out of line with construction. This no longer appears to be the case.

FEDERAL COMMUNICATIONS COMMISSION

► FTC lawyers are studying evidence before the recent D.C. Utility Commission hearing on whether to stop street-car radio. Commission has been petitioned to enjoin such use of the ether. Some of the lawyers would like to do so at once but Commission members have not been convinced.

The hearing itself has not ended. Evidence has been put in but legal argument is still to come. The chief points by the transit company were

No. 1 of a series devoted
to Manufacturers' problems
in Selling the Building Market

To sell contractors and builders who
do residential, commercial, indus-
trial, rural and remodeling work.

To sell the top dealers and whole-
salers who supply all branches of
the construction market.

Come to

Largest and
only exclusive
publishers to
the building
industry

Building
Headquarters

Your Advertising SELLS MORE in these 2 publications because **EACH STICKS TO ITS OWN LAST!**

The owner may want your product, but if the whole-
saler and the dealer don't handle it and the builder
doesn't know about it—it's NO SALE. To bridge
the gap between your factory and millions of con-
sumers, you need the readers of *both* BUILDING
SUPPLY NEWS and PRACTICAL BUILDER.

Talk the language of wholesalers and dealers in
BUILDING SUPPLY NEWS, of contractors and
builders in PRACTICAL BUILDER. No horizon-
tal, all-purpose publications, these. Each is indi-
vidually tailored to serve the specific interests and
problems of its own class of readers.

That's why more lumber-material dealer *establish-*

ments subscribe to BSN—why more contractor-
builders pay to read PB. That means extra value,
greatest buying power for your advertising dollar!

Take a cue from leading advertisers who use both
publications to sell their products to this huge,
multi-billion dollar market. It's just fundamentally
good selling: Unless you sell each group—the whole-
saler and dealer in BUILDING SUPPLY NEWS
and the contractor-builder in PRACTICAL
BUILDER—you haven't completed the sale. Re-
member, split interests in one publication mean
split results for your advertising dollar—less than
you have a right to expect! Think it over!

INDUSTRIAL PUBLICATIONS INC. 5 South Wabash Ave., Chicago 3, Ill.

For over 32 years exclusive publishers to the Building Industry, also publishers of BSN Dealers' Directory Issue,
Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry and Ceramic Data Book

The "How-To-Do-It"
Magazine Read
by More Than
80,000 Practical
Building Men



PRACTICAL BUILDER

MORE BUILDERS PAY TO READ PB THAN ANY OTHER PUBLICATION

The 1st
"How-To-Sell-More"
Magazine for
Lumber and Building
Material Dealers
and Wholesalers



BUILDING SUPPLY NEWS

DEALERS PAY MORE MONEY TO READ BSN THAN ANY OTHER PUBLICATION

Artkraft

DEALER AND STORE FRONT SIGNS



Increase your sales 14.6%**



Make your advertising 5 times as effective**



They continue to work years after they have paid for themselves



Built to last—999/1000 perfect**



Used by America's leading merchandisers



Produced for national advertisers



and chain stores buying in quantities.



Artkraft SIGN COMPANY

Division of Artkraft Manufacturing Corp.
1137 E. Kibby St., Lima, Ohio

Please send, without obligation, details on Artkraft signs.
() We are interested in a quantity of outdoor dealer neon signs.
() We are interested in a quantity of Porcel-M-Bon'd store front signs.
() Please send instructions on how to set up a successful dealer sign program.

NAME
FIRM
STREET
CITY & STATE

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY
*Trademark Reg. U.S. Pat. Off. **Proved by actual audited research

that sample polls show that a majority either like the broadcasts or don't object, and that the broadcasts in the future may prove a money maker. Opponents chiefly stressed "invasion of privacy" and lack of charter powers by the utility to broadcast entertainment.

Advertisers consist mostly of local merchants. The big department stores dropped out. Only two national accounts were listed at the time of the hearing. Wilkins Coffee and a few others had tried the medium and given it up.

Bernard Tassler, president of the National Assembly for the Advancement of Public Relations, a new organization of publicity men, has petitioned the Supreme Court to stop transit radio.

AGRICULTURE

► A Department survey shows that solid carton and kraft packages for rice, dry beans and peas are losing popularity; dealers like cellophane.

► The belated but now rapid installation of frozen food cabinets by retailers is booming the sale of frozen strawberries and orange juice, which are the current best sellers.

► Department analysts say that the rises in freight rates have started a whole series of changes in marketing farm products. Most of the increases were on a flat percentage basis; consequently, long hauls, on which rates already were higher, were put at an increased disadvantage as compared with short.

Processors, it is said, have acquired branch plants nearer the consumer markets and are looking for closer sources of supply. While withdrawing from distant markets, they are broadening their product lines in order to maintain volume.

► The Department estimates that farmers this year are grossing about 10 percent less than in 1948. A decline of about the same amount is expected in 1950. Although farmers will buy less, the farm market will remain substantial.

CONGRESS

► Two investigations of price spreads are still under way, one by the Senate Banking Committee and one by an Agriculture Sub-committee.

Celler's monopoly hearings will continue into 1950. He will offer a bill increasing anti-trust penalties. There may be some proposals for changing the tax laws in such a way as to benefit small concerns.

*Where do Iowa farmers go for help
in raising such bumper crops?*

IOWA STATE
COLLEGE CHECKED
FARM INFORMATION
SOURCES AND
HERE'S WHAT
THEY FOUND OUT!

Papers or Magazines Depend
On MOST by Farm Operators for
Information on CORN and other
FIELD CROPS.

Wallaces'
Farmer
35.0

The
Newspaper
3.5

The
Iowa
Magazine
11.5

The
Farm
Magazine
2.7

Iowa corn raisers are experts—but even a champ needs competent coaching and advice.

When Iowa's champion farmers point to Wallaces' Farmer and Iowa Homestead as their source of information on growing corn—you can be sure it's edited with authority by people who know what their readers want. You know it's the best place to reach the Iowa farmer with news of your services and your product because it's the publication he reads cover to cover to help him in his daily work.

Find out where the Iowa farmer goes for information on the particular subject most closely related to your product. 100 page study now available based on an independent survey conducted by the Statistical Laboratory of Iowa State College. Know the facts—don't guess! Send for your copy of "InFARmation Please".

WALLACES' FARMER and IOWA HOMESTEAD

Dante M. Pierce, Publisher • Des Moines, Iowa

his
"beat"
is
as
big
as
all-
outdoors



KENDRICK KIMBALL

*Outdoor Editor of
The Detroit News*

Owners and Operators of Radio Stations W W J, W W J-FM, W W J-TV

NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

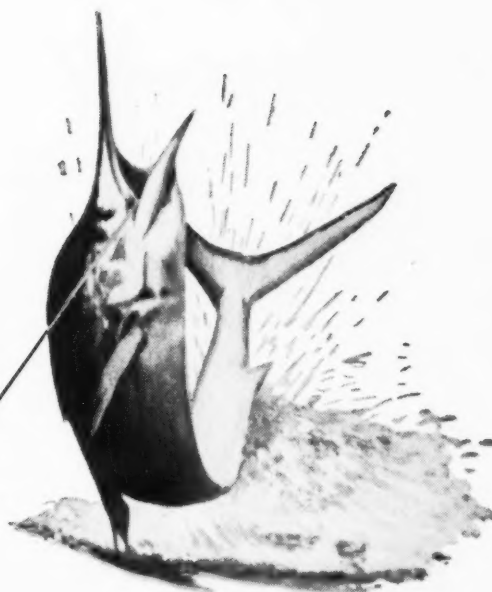


MICHIGAN is a great state for outdoor sportsmen, second only to more-populous California. In 1948, Michigan issued 1,108,510 resident licenses and 281,825 non-resident licenses for fishing . . . 819,406 licenses for hunting. This is the vast audience that Outdoor Editor Kendrick Kimball reaches through his interesting, news-filled Outdoor Pages daily in The Detroit News.

If you have a story to tell the men in this wealthy Detroit market, tell it in the outdoor pages of The News. That's your most effective, most economical way of selling the sportsmen who have the most money to spend.



PULLING



© John Mahony

POWER

**with over 7 million sales messages
in the First 3 Markets of the country**

In the marketing areas of New York, Chicago and Philadelphia where over 38% of all the U.S. families live, and 43% of all U. S. retail sales are made, First 3 Markets Group delivers a heavily concentrated circulation in excess of 7,000,000.

*the group
with the
**Sunday
Punch***

FIRST 3
MARKETS GROUP

**New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer**

*Rotogravure • Colorgravure
Picture Sections • Magazine Sections*

*New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHigan 0578*

NOVEMBER 20, 1949

What will be your "CUT" from these 37 jobs?

THEY AVERAGE OVER \$1,000,000

\$23,431,000

in 12 New Projects Planned (Estimated Cost)

\$23,799,000

in 25 Contracts Awarded (Estimated Cost)

Total

\$47,230,000 in 37 Construction Jobs Reported in October Alone
in the Chemical Process Industries

... All by old established companies ...

WHO BUYS and HOW?

An independent survey was made by a leading industrial advertiser to determine who influences purchases and where they looked for information about the products purchased. They found the following:

Percentages
of each
group who
influence
purchases
of production
and plant
equipment.

73.8	Management	78.0
85.3	Production	75.1
79.4	Purchasing	81.0
77.9	Research	87.5
78.4	Engineering	84.2

Percentages
of each
group who
look to industrial
publications for
information on
supplies and
equipment.

About 1/2 of these men do not see Salesmen!

They do read Advertisements for information!



...First choice in the CPI

BECAUSE

Its circulation is concentrated among the men of Buying Influence in the plants that produce 71% of the Industry's volume



A McGraw-Hill Publication • 330 West 42nd St., New York 18, N.Y.

SIGNIFICANT TRENDS

As seen by the editor of *SALES MANAGEMENT* for the period ending November 20, 1949

WOMEN KNOW ECONOMICS

"Red" Motley agrees with one of his competitors; he doesn't underestimate the power of women. When it comes to practical economics he thinks they are the real pros. He's been taking—and giving—some medicine along that line. The other morning while we were chatting in his office his secretary stuck her head in the door and said, "It's time to go."

He explained that he was throwing a luncheon that noon at Sherry's for the *wives* of all the *Parade* employees in the New York office. He had worked out a pattern the preceding week at a luncheon for all *women* employees—from mail clerks to associate editors—where he explained what *Parade* was all about—how it was more than just weekly pay for them and the management, what it was trying to do for the public, how advertising fits into the picture, the importance to a democratic nation of a free press, of freedom of choice at the retail counters, etc.

"Red" reports keen interest from the women, intelligent questions. Perhaps it's an idea that if tried in your office would pay out as a morale builder, as public relations at the local level. Certainly we all have had examples of male employees who have become problem-children because wives and mothers didn't know what the job was all about or what the company was contributing to the national welfare.

And while we're on this general subject, perhaps you can suggest how *this* question can be answered. Walter E.

Johnson, Vice-President, Commercial Shearing and Stamping, Inc., says:

"I have a little pet theory, and sincerely hope that the records will confirm it, that companies earning profits pay higher annual take-home wages to employees than companies operating at a loss. Now if this is correct, then employees should have a real and selfish interest in their company's earning a profit, and profit making may again become an accomplishment, rather than something we have to close the doors on and talk about in whispers."

What he says sounds logical, but can it be backed with proof? Have any of our readers seen facts-and-figures by individual industries or industry at large?

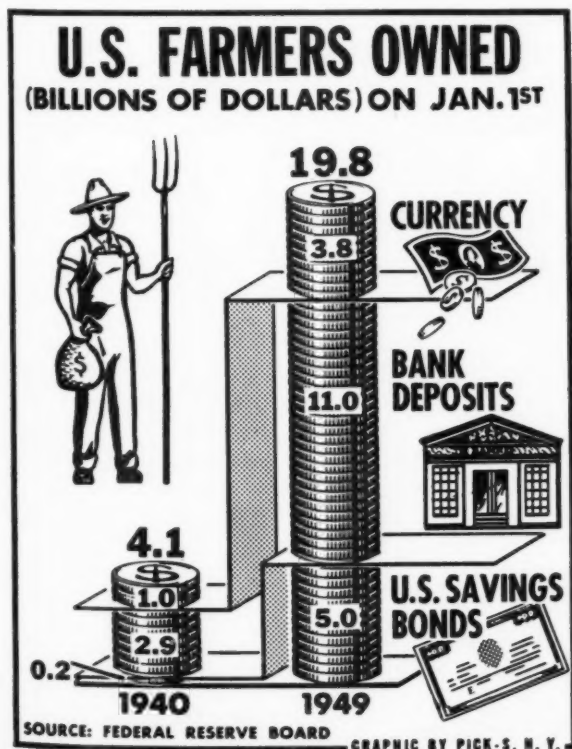
ARE THE BIG GROWING BIGGER?

By order of Secretary of Commerce Sawyer, the Bureau of the Census is compiling figures on the degree of concentration in every industry as revealed by the latest Census of Manufactures. For each of 453 industries the Bureau will first list companies by size as measured by the value of shipments. Where this measure obviously is distorted by repetition—this happens when an industry deals with itself—it will use "value added by manufacture." With these figures, it will calculate, company by company, proportions of the total output for the four, eight, twenty and fifty largest concerns. Rather similar jobs were done in the 30's by the National Resources Committee and the TNEC. This one is being done at the request of a Congressional Small-Business Committee headed by Representative Celler.

In the distribution field, the big boys don't seem to be making any particular headway. As pointed out in this column October 1, the chain stores have been important for 25 years in the drug and food fields, but the proportion of business going to the drug chains maintains a national average of about 25% while the grocery chains continue to do about 33⅓% of the total retail volume.

In this connection our editorial department is putting the final touches on an article for one of the December issues which will show, by dollars and cents, the 1948 sales volume of the 100 largest retailing corporations. Although most of these giants have had a tremendous growth in the past decade, the cold figures show that in 1938 they enjoyed about 15% of the total retail business of the country and ten years later the figure was precisely the same.

We have a hunch that the Census of Manufactures study may reveal the same leveling-off process which seems to have taken place in the retail field and with the incomes of individual families. The distance between the two extremes is being narrowed every year: The poor aren't so poor and the rich aren't so rich. The rich individuals and the rich corporations continue to take a fat slice of total income, but at the other end of the scale there has been a decided upward thrust toward higher brackets.

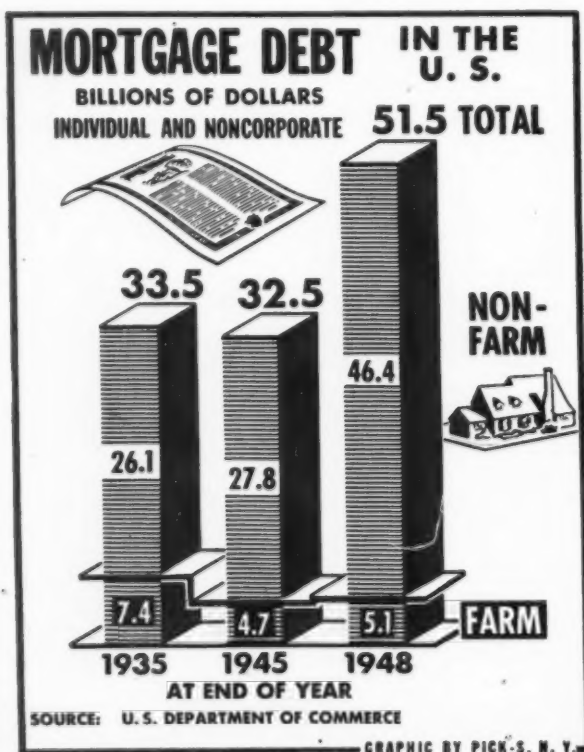


HELPING BRITISH SALES EXECS

We are proud to be associated with a professional group which displays the warm-heartedness evidenced by many of our subscribers in the past few weeks. In the October 15 Significant Trends column I told of the plight of a British sales manager who would like to subscribe to SM but can't do it because of the dollar shortage, and I suggested that some American subscriber pass on his SM copies after reading to our British friend . . . In the Letters to the Editor column in the November 1 issue, we reproduced a letter from a British subscriber who told our circulation manager: "Our dollar situation will not permit the renewal of my subscription to SALES MANAGEMENT. I regret this most sincerely for, until better times, I shall miss your publication."

The response has been wonderful. We have had telephone calls, telegrams and many letters from subscribers in all parts of the USA and Canada. Those two men are well cared for as far as SM copies are concerned, but there are many others in like plight and we applaud the suggestion made by Hector Lazo, Director of Public Relations at Sunshine Biscuits, Inc., who thinks that the NSE should get a good sampling of its clubs and individual members to each defray the cost of one subscription for a British sales executive. SALES MANAGEMENT is going to cooperate by offering these British subscriptions at the domestic rate of \$6.00 instead of the regular \$9.00 foreign rate, but we may have to put a limit on the number.

The machinery would work like this: You let us know that you would be willing to enter a subscription on the basis mentioned above. Then Bob Whitney of NSE would get in touch with his British counterpart, Director Griffiths of the Incorporated Sales Managers' Association, who would nominate a British sales executive who would like to keep abreast of American sales methods but who cannot export his own money for a subscription because of government restrictions . . . We then would enter the subscription, notifying you of the name of the beneficiary and notifying the beneficiary of the subscription which was being entered with your compliments.



We aren't trying to "sell" you, and from a selfish point of view we aren't the least bit anxious to have these English subscriptions, but if you want to do something we have given you the necessary instructions.

THOSE EXCISE TAXES

Secretary of Commerce Sawyer did what is apparently a magnificent job of fact-finding in his tour of the country where he invited manufacturers, distributors, labor leaders and representatives of the general public to discuss frankly the economic conditions in their areas and to make suggestions for betterment. Everywhere he went there was pressing demand that the wartime excise taxes should be repealed.

For some commodities the law is so loosely drawn that it can be subject to varying interpretations and you probably read in the papers about the outcry a few weeks ago when Treasury officials announced that the 20% tax is being re-imposed on cloth-fur coats previously exempt. The outcry on that one was so loud and so spontaneous that the Treasury ran to cover and postponed action until March 1 so that manufacturers and retailers may dispose of present stocks.

We bring the matter up again because your senators and representatives are now back home where, among other things, they are testing out public sentiment in their constituencies. If you feel strongly about excise taxes, why don't you see them or telephone them?

TRENDS IN BRIEF

International Business Machines Corp. has turned over to the Bureau of the Census a new electronic statistical machine which automatically detects and rejects punched cards containing improbable data. For example, a card might indicate through error that an eight-year-old boy is a war veteran. The electronic machine's editing feature would automatically reject this card. When the technique is applied, automatic editing eliminates the need for manual editing which involves a visual examination of millions of questionnaires to make certain that entries were properly made in the proper places and that the information is reasonable and consistent. One machine, it is estimated, will accomplish during the 1950 census period what it would take 500 persons working by hand to accomplish during their entire working lives.

There are signs of a coming boomlet—but, view it with skepticism until you are sure it is the real thing. The coal and steel strikes will cause a rush to make and sell things that were not made during the strike and, starting in January, veterans will have a lot of money to spend. Booms aren't built from non-recurring items. Incidentally, if you're interested in what the soldiers will do with their money, turn to the opening Marketing Pictograph in this issue. (See also Media & Agency, page 108 for Survey by Argosy Magazine.)

And if you have a problem—or anticipate one—of getting sufficient money for promotion when there are clouds on the business horizon, be sure to read the article in this issue, page 37, called "Does Increased Promotion Pay Off When General Business Is Receding?"

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Does Increased Promotion Pay Off When General Business Is Receding?

BY PHILIP SALISBURY • Editor, Sales Management

When 95 large companies are divided into "Confident" vs. "Conserving" groups in a recession year, the sales volume figures indicate that the former gain ground which is held in following prosperous years. Here is why this is so.

What should management do when general business starts to recede? Should it run to cover and wait for the storm to lessen, or should it, like the postmen, let "neither snow nor rain nor heat nor gloom of night stay these couriers from the swift completion of their appointed rounds"?

More specifically, if there are signs that business in general and our business in particular is unlikely to hit last year's record-breaking high figure, should we cut down on our selling expenditures, including all forms of advertising and promotion, with the idea of conserving our resources until the trend is with us—or should we expand our selling efforts and try to capture a larger share of the market at the expense of more faint-hearted competitors?

There is no easy answer. Business is such a highly complicated affair that it is next to impossible to point to a single department or function and say, "This is it. This is what is putting us ahead. This is what is holding us down."

However, if we take a number of companies of comparable size, problems and potentials, and divide them into two groups—those who take an aggressive attitude during a period of recession and another group of those who run to cover—we may come up with some facts which can be used as valuable guides to the future.

That's what George J. Kuebler, director of sales development of the Crowell-Collier Publishing Co., did recently, in a study of what companies in the consumer goods field accomplished during the years 1937 to 1940. Readers will remember that 1937 was a good year, that there was a marked recession in 1938, followed by a recovery in 1939, and with a still greater recovery the following year, as we prepared for possible war and started to help the democratic nations of Western Europe.

It was Mr. Kuebler's idea to measure the advertising and sales volumes of companies that made finished products for consumer use and where consumer advertising might be expected to influence a considerable portion of their products. Working from the list of leading national advertisers spending \$100,000 or more, he first threw out those companies that sell the major part of their products to the industrial markets, for with such companies consumer advertising could not be expected to influence the entire business. The General Electric Co.

It's a Chain Reaction

"The entire sales process is a chain reaction. Good advertising, well merchandised, can be the fuse that sets off sales-force enthusiasm, wholesaler and distributor cooperation, retailer display and push, and consumer acceptance . . . ending in the atomic roar of a cash register ringing up a profitable sale."

EDWARD McSWEENEY

is a good example of that type of company. Next, he had to eliminate those family-owned companies whose reports are not made available to the public, and other companies whose financial reports do not show sales volume.

The final list boiled down to 95 corporations whose reports are available from the Standard-Poor Corp. Advertising expenditures from these corporations were taken from reports of the Publishers' Information Bureau. They include only magazine and network radio expenditures. Reliable figures on individual company

expenditures for such forms of consumer advertising as spot radio, outdoor and transportation are not available; published newspaper figures are not comparable before and after 1938. Readers must decide for themselves whether or not combined magazine-network radio expenditures are typical of the entire promotion dollar.

The 95 companies have many things in common: All of them produce finished consumer goods and get a minimum of 50% of their sales volume from these consumer products; they are relatively large companies in their respective fields; they could be classed as large or leading advertisers.

Forty out of the 95 companies increased their consumer advertising in the recession year of 1938; 55 decreased their expenditures that year. Measured by 1939 sales volume, the companies in each group were almost identically similar in size. The 40 "confident" companies had an average sales volume in 1937 of \$69,650,000, while the 55 "scared" companies had average sales volumes of \$68,124,000.

So we are talking about companies of the same size and companies of the same kind in that all of them are interested primarily in the consumer goods field.

What happened in 1938 and in the two following years is illustrated in the Pictograph on page 39. Sales of the confident companies dropped that year, but to a degree considerably less than the figures for total retail sales of the country, while sales of the scared companies dropped below the national average of all business. And they stayed below, in both 1939 and 1940.

The records of the 95 companies can be assorted in other ways, as, for example, those whose sales recovered in 1939 from the general business setback of 1938, and those who did not recover; a comparison of the two groups on net profit or net income.

Forty-five companies recovered in sales volume (collectively) in 1939 from the 1938 recession, 50 did not.

The detailed records of the two groups of companies are shown in the accompanying table, called "Comparison by Sales Recovery, 1939 over

Comparison of Sales Recovery 1939 over 1937

These Companies Had A Sales Recovery		Sales of These Companies Stayed Down	
Sales Ratio	Advertising Ratio	Sales Ratio	Advertising Ratio
1937	100	100	100
1938	98	89	95
1939	110	88	112
1940	120	92	125

Just as is shown in the Pictograph (where the grouping is between companies that expanded advertising and those that did not) the above figures indicate that the crucial period is when business starts to tail off. When advertising is then used as a potent tool of selling, both the immediate and the after effects are startlingly good, but when the wheels slow down precious momentum is lost. The companies with sales recoveries, 1939 over 1937, increased their advertising from \$37,934,746 in 1937 to \$45,819,107 in 1940, an increase of \$7,884,361.

The other group—the ones "conserving" in 1938, made a larger increase in the three-year period (\$42,529,948 to \$53,184,700), but during the one-year hesitation these companies lost to their more aggressive competitors business which they hadn't recovered two years later.

1937," but here is a brief summary:

The sales of the "recovering" companies were off a total of only 2% in 1938. In 1939 they not only had recouped their loss but were 9.8% ahead of 1937, and the gain was increased to 19.7% in 1940 . . . What did the same companies do to their advertising budgets? They increased them by 8% in the recession year (as compared with 1937), upped them 15% in 1939 and 21% in 1940.

What happened to the other 55 companies whose sales did *not* recover in 1939? Sales were off 11% in 1938, nearly 12% in 1939, and in 1940 were still 8% below the 1937 figure.

Did they *stop* advertising? No—only during the *crucial* year of 1938 did they retrench. Then they cut expenditures 5%, as against an 8% *increase* for the other group. Following that they seemingly got "religion." In 1939 they increased appropriations 12% above 1937, and in 1940 they went 25% ahead (as compared with a 21% increase for the "unafraid" group).

The implication seems clear: *that advertising, once slashed, gathers momentum slowly.*

While some companies run to

storm shelters there are others in the same industry which take an aggressive attitude. The latter ones capture an enlarged share of the market during the "crucial" year, and even though the "prudent and conserving" ones then repent and make *greater* advertising increases than the others, they do not succeed (at least during the ensuing two years) in recapturing the lost ground.

Why? Again there is no *simple* answer. Consumer advertising alone is only a partial explanation. National advertisers roughly earmark a varying percentage of the consumer advertising dollar to by-product or intangible values, such as stimulating the company's own sales force, wholesalers, distributors, retailers.

These people take their cues from top management. If the company spokesmen say, by deeds as well as by words, "We face the future unafraid and are intensifying our sales efforts," then much of this confidence will stick with the men in the lower echelons.

If, on the other hand, top management shows a lack of confidence by reducing the advertising appropriation, cutting the sales force and reducing in other ways, what is the re-

action on the salesman in the Kansas City district? Isn't he going to say to himself, "The company expects business to be off, and so if my business is off I am only doing what top management predicted was going to happen?"

We have analyzed what happens to sales when advertising is slashed. The show-me executive will ask, "O.K., but what is the profit picture? Maybe the fellows who did pull in their horns came up with the best profit showing."

It's a sensible question, but possibly there is no sensible answer.

Is there a *direct* relationship between *sales volume* and profits? Yes, usually, but there are plenty of exceptions. There are even more exceptions when an attempt is made to correlate advertising expenditures with profits.

First of all, here is a net income comparison picture:

	Companies with Sales Recovery in 1939*	Companies with No Sales Re- covery in 1939*
1937	100	100
1938	87	70
1939	111	96
1940	115	102

But net income may not be a fair comparison, since many unusual elements enter into the net income picture. Inventory adjustments, changes in depreciation allowances, earnings of foreign subsidiaries, flood losses, patent settlements, are just a few of the many non-sales elements which

* These are the groupings in the chart "Comparison by Sales Recovery, 1939 Over 1937."

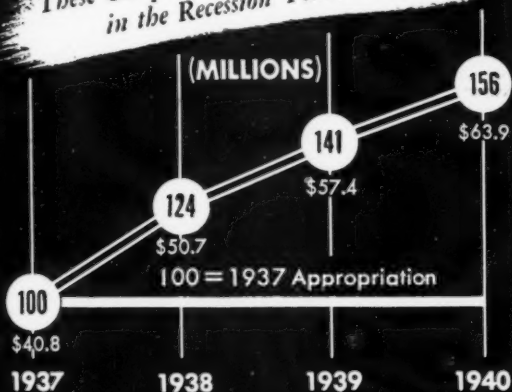
More Confidence, More Sales

Among the makers of grocery store products, there were 13 which showed optimism in 1938, increasing ad budgets by 35%. Their sales did not fall off in 1938, and by 1940 they were 18% ahead of '37. There were 19 less confident companies. They made very slight increases in advertising in 1938 and sales, as compared with 1937, were down in the 1938-40 years by 20-13-11% respectively.

40

CONFIDENT Advertisers

These Companies Increased Advertising in the Recession Year, 1938

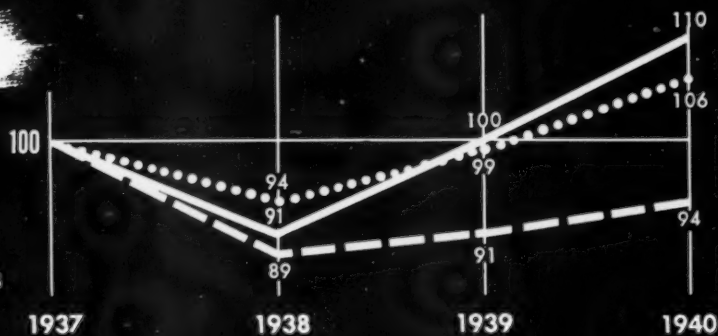


Their Sales Held Up Well in 1938 And Then Recovered Sharply



How the Two Groups Compare With Total Retail Sales

- Total U. S. A. Retail Sales
- Sales of 40 Companies Increasing Advertising in 1938
- - - Sales of 55 Companies Slashing Advertising in 1938



The obvious conclusion is that the promotion faucet should be turned ON, not off, when the first signs of a business recession appear. That is the crucial period. Courage at such a time (1) prevents violent fluctuations, (2) builds for the future, (3) gains lasting advantage over faint-hearted competitors.

PICTOGRAPH BY

Sales MANAGEMENT

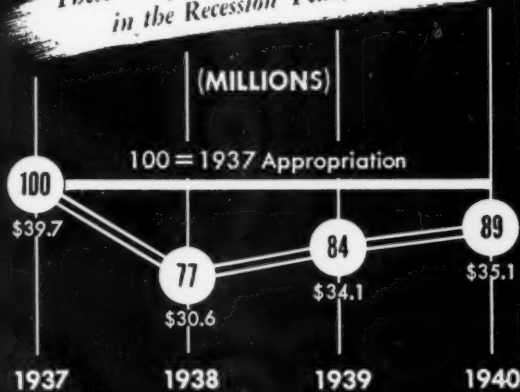
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Source: George J. Kuebler, Director of Sales Development, Crowell-Collier

55

SCARED Advertisers

These Companies Slashed Advertising in the Recession Year, 1938



Their Sales Slumped Badly and Hadn't Recovered in 1940



find their way into company settlements.

Let's take operating income:

	Companies with Sales Recovery in 1939	Companies with No Sales Re- covery in 1939
1937	100	100
1938	97	73
1939	121	94
1940	135	105

So, the companies that did not slash advertising seem to have fared by far the best, but in view of the many elements in the P & L statement which bear no relation to the excellence of the sales program, it does not seem safe to draw any conclusions about the effect on profits of expanding or constricting advertising pressure during a recession period.

Broadly speaking, the 95 companies may be re-grouped according to their viewpoint on advertising:

1. One group uses advertising as a sales tool—a really effective tool—to create product demand, to keep the product constantly before consumers, to capture business from less alert competitors, as insurance against the loss of markets.

2. The other group uses advertising more as a luxury than as a tool; it tries to key advertising to the sales curve, and accepts the idea that if sales are down advertising must be cut. This group appears to advertise on the basis of sales made in the past, rather than on what advertising will do for future sales.

Mr. Kuebler's detailed findings are incorporated in a booklet, "The Effect of Advertising Investment on Sales." In addition to the tables and discussion covering the 95 companies, there are special breakdowns for durable goods and grocery store products. Copies are available to national advertisers and their agencies. Address George J. Kuebler, Crowell-Collier Publishing Co., 250 Park Avenue, New York 17, N. Y.

Following is an alphabetical list of the 95 companies used in the study. Because SALES MANAGEMENT does not wish to embarrass any individual

company, the list is strictly alphabetical and does not distinguish between the "confident" and the "scared."

American Home Products Corp., American Safety Razor Corp., American Stove Co., The American Tobacco Co., American Viscose Corp., Armour & Co., Armstrong Cork Co., Beech-Nut Packing Co., The Best Foods, Inc., Bigelow-Sanford Carpet Co., Inc., The Borden Co., Bristol-Myers Co., Brown Shoe Co., Inc., California Packing Corp., Canada Dry Ginger Ale, Inc., Cannon Mills, Inc., Carnation Co., Celanese Corporation of America, Cluett, Peabody & Co., Inc.

The Coca-Cola Co., Colgate-Palmolive-Peet Co., Congoleum-Nairn, Inc., Corn Products Refining Co., Crane Co., The Cream of Wheat Corp., Crosley Corp., Eastman Kodak Co., Elgin National Watch Co., Emerson Drug Co., Ever-sharp, Inc., The Firestone Tire & Rubber Co., General Baking Co., General Foods Corp., General Mills, Inc., General Shoe Corp., The General Tire & Rubber Co., Gillette Safety Razor Co., The B. F. Goodrich Co.

Goodyear Tire & Rubber Co., Inc., Hamilton Watch Co., The Hat Corporation of America, Hawaiian Pineapple Co., Ltd., The Hoover Co., George A. Hormel & Co., Imperial Paper & Color Corp., International Cellucotton Products Co., International Shoe Co., International Silver Co., Jantzen Knitting Mills, Johnson & Johnson, Kalamazoo Stove & Furnace Co., Kellogg Co., Kendall Mfg. Company of Massachusetts, I. B. Kleinert Rubber Co., The Lambert Co., Lehn & Fink Products Corp., Libby-McNeill & Libby.

Life Savers Corp., Liggett & Myers Tobacco Co., Thomas J. Lipton, Inc., P. Lorillard Co., McGraw Electric Co., Minnesota Valley Canning Co., John Morrell & Co., Philip Morris & Co., Ltd., Inc., Munsingwear, Inc., National Biscuit Co., Norwich Pharmacal Co., Parke

Tobacco Sales Story

Reports of 5 tobacco companies were analyzed. The 3 which greatly expanded their advertising in 1938 showed sales gains that year and the two following years. The 2 less confident companies were behind in sales, 1939 over 1937.

Davis & Co., Penick & Ford Ltd., Inc., Pepperell Mfg. Co., Pet Milk Sales Corp., Philco Corp., Pillsbury Mills, Inc., The Procter & Gamble Co., Real Silk Hosiery Mills, Inc.

R. J. Revnolds Tobacco Co., Helena Rubinstein, Inc., Scott Paper Co., Servel, Inc., W. A. Sheaffer Pen Co., Simmons Co., Standard Brands, Inc., Sterling Drug, Inc., John B. Stetson Co., Stokeley-Van Camp, Inc., Sunbeam, Inc., Sunshine Biscuits, Inc., Swift & Co., United States Rubber Co., Vick Chemical Co., Wesson Oil & Snowdrift Sales Co., Wm. Wrigley Jr. Co., Zenith Radio Corp., Zonite Products Corp.

Editor's Note: Mr. Kuebler's analysis shows—conclusively, we think—that company heads who assume an aggressive attitude during recession periods, who expand rather than contract their advertising, gain ground at the expense of timid competitors, and the gain is likely to be a lasting one. Still another reason for not cutting advertising during a recession period was outlined in the November 1, 1949, SM feature (page 56) by Leon Gold, Chairman of the Federal Tax Department, Research Institute of America, Inc. This article dealt with the tax refunds offered by Uncle Sam under the current carry-back provisions.

The Oscar of Annual Reports: Champion Paper Copped It This Year

The impressive "Oscar of Industry," awarded by Financial World each year to the company judged as having the best annual report, was carried off after recent ratings had been completed, by The Champion Paper and Fibre Company. Champion claimed its prize on October 31 at the publication's Annual Awards Banquet in the Hotel Statler Ballroom, New York City.

More than 4,500 corporation annual reports were submitted in this national survey—the ninth in the series. This is the second time, hand-running, that Champion has walked off with the honor. Kimberly-Clark



Corporation was runner-up. International Paper Company took third contest place.

Gains, Losses in Durables

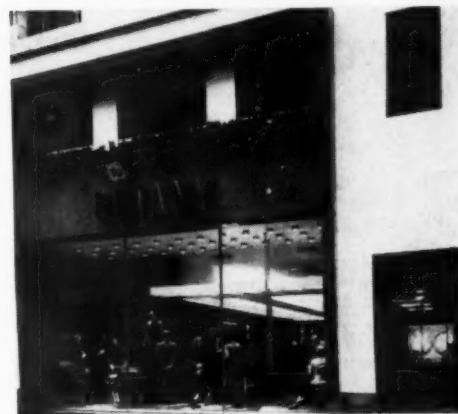
In the field of durable goods, the 7 relatively confident companies had fully recovered in 1939, and by 1940 were 30% ahead of 1937. The 13 "conserving" companies slashed advertising by 46% in 1938; their sales hadn't recovered by 1940—in fact, were 6% under 1937.

Botany's Store Without Sales



THIS WINDOW WALL separates the colorful fashion display area from the educational exhibit room.

With a new approach to consumer merchandising on a manufacturer's level, Botany Mills has opened a street-floor fashion showroom in its New York building. On display for the public are products manufactured by Botany and products made from Botany material by other manufacturers, in combination with an educational exhibit which tells the industrial story of wool. Both documentary films and fashion shows will be presented as part of the Educational Division's public information program.



A PICTURE WINDOW creates the effect of a large showcase brought toward the sidewalk shopper.

ADVANCED TECHNIQUES of retail store design are applied to all of the displays.



Designed for Botany by Designs for Business, Inc., N. Y.

Photographs by Ben Schnell

Gas Dealers Ride the Ranges In National Old Stove Round-up

Do splashy national promotions pay off? How do associations get enthusiastic dealer support for sales promotion drives? American Gas Association's plan reversed a sliding sales curve. This is a report on the pay off in California.

This is the story of how the American Gas Association won enthusiastic dealer support for its most recent national sales promotion idea. The occasion: National Old Stove Round-Up.

This splashy promotion had as its objective the lifting of sagging industry gas range sales. National Old Stove Round-Up, staged from August 15 through September 17, appears to have accomplished its objective. In California sales of gas ranges rose 33% in August over July and were 4% ahead of August, 1948. Until the round-up, sales in the first half had dropped 12% behind the first half of 1948.

A. G. A. enlisted the support of 400 gas utilities, 62 gas range manufacturers, and 70,000 gas range dealers. Collectively, they had their eyes on the fact that nearly one-half of the 25,770,000 gas ranges in use are more than 10 years old, and about 25% are more than 15 years old.

To give some idea of how the national theme was carried out at the local level, let's take a look at the

round-up put on by the Gas Appliance Society of California. This \$30,000 promotion, the biggest gas range promotion to date in Northern and Central California, included \$10,000 in cash prizes for the oldest stove and for the newest old stove turned in by users. The promotion had three objectives: (1) to stimulate immediate sales; (2) increase gas appliance store traffic; (3) develop prospect lists among owners of obsolete ranges.

Plan Outline

One month prior to the launching of the promotion, unit presidents, unit secretaries and sustaining members of the Gas Appliance Society were sent a six-page mimeographed campaign plan outline and instructions on how to begin operations in their localities. This was on July 18.

Simultaneously, the Society mailed to all gas range dealers, manufacturers and wholesalers a giant post card announcing the campaign and contest, and advising them to watch for details.

STRICTLY DUDE: These Western scenes are right out of a hotel ball-room in New York City. Dealing meetings East and West were built around the cowboy motif. The round-up theme was dramatized from manufacturer to buyer with help of well-planned campaign kit.



On July 20th an announcement of the window display contest was sent to all store display managers.

On July 22nd, another giant post card, in a different color, was mailed. A more detailed text repeated the announcement of the first post card and added: "It's Round-up time in California. Round up your advertising. Round up your floor and window displays. Round up plenty of new gas ranges. Round up new sales ideas. Round up your selling force for action. Yippee—get ready to corral those customer dollars!"

The same list of dealers, manufacturers and wholesalers, on July 28, received a replica of a full-color transit card, folded twice into a broadside. It showed how the \$10,000 contest was to be publicized in 2,628 vehicles of transportation starting August 15. The text promised: "More Dope Comin'."

Finally, on August 8, one week before the start of the promotion, a campaign kit was mailed. This was an envelope, 11½" x 14½", containing:





HOME ON THE RANGE IN ATLANTA: The cowboy round-up theme was well merchandised to dealers. Promotional brochure listed sources for National Old Stove Round-up hats, shirts and bandannas. Working from basic ideas in the dealer promotional kit, dealers added local touches to the theme, pushing sales curve up.

1. A general outline of campaign materials and media.

2. Rules for the Old Stove Round-Up sales incentive plan, with sample entry blanks.

3. Window display contest rules.

4. For background, the A. G. A. brochure on the national promotion. Much in this was not applicable to the California territory, but it was considered valuable for ideas.

5. Sample of envelope or bill stuffer, available for mailing to customers. This was offered to dealers at cost. One million were mailed out. The Utility placed one in envelopes with every bill sent to customers that month.

6. Suggested copy for "Round-Up" tie-in advertisements.

Dealer display material included easel-back displays, counter cards and window banners.

About July 30, the approximately 1,500 dealers on the Society's list in Northern and Central California received quotas of the dealer aid material described. Distribution was handled through the Utility's division sales managers who were responsible for seeing that they reached the dealers, managers and wholesalers in their respective divisions. Dealers who ordinarily called for one set of the larger display pieces and banners put

in calls for two and three sets. One reason for this was that the material was designed to be used not only during the contest and designated promotion period, but after that period.

Two dealer aids were offered. One was a 32-page cookbook illustrated in color. This was available to dealers for distribution among their customers. The other consisted of bill stuffers captioned "Old Stove Round-Up" picturing a cowgirl lassoing "10,000 in cash prizes." These were supplied free, about 200 to each dealer, for mailing to prospective customers.

Other Promotion Points

One small but important point is worth mentioning. Successive teasers, information sheets and reminders sent out at weekly intervals to stimulate dealer interest and participation in the promotion were each printed on a different color paper stock.

On August 29, about midway in the promotion, each dealer received a message on an outsize telegram form headed "Gas-O-Gram" which was addressed tersely: "Gas Range Dealers."

Backing up the promotion was this advertising: a full showing of the transit cord in color during the entire

campaign period. The card appeared in 2,528 busses and street cars in Northern California.

The promotion went on the air over 10 radio stations in eight key cities to blanket the territory with 195 "chain break" or 50-word spot announcements on the "Old Stove Round-Up."

Approximately 300 newspapers in the region received the campaign announcements and publicity material.

Manufacturers' and wholesalers' sales departments worked hard on the local level to get maximum dealer cooperation and utilization of campaign materials, to make sure retail stocks were complete and well displayed, to prime dealer personnel, and offer ideas for store tie-ins.

The Utility ran two key advertisements during the campaign in all newspapers in the area, captioned "It's a Honey."

The Utility also displayed the easel-back card, "It's a Honey," in all company offices. Display space was made available to all local dealers for showings of gas ranges to the public while paying bills, etc., at local offices. The campaign theme also was imprinted by a postage meter plate on all outgoing mail from both the general office and divisional headquarters' offices for period of the promotion.

They're in the News

HE TRIED AN EXPERIMENT . . . it worked.

And from there on in it was beer and skittles for Carl Henke, who's General Outdoor Advertising's new general sales manager. Shortly after the old Thomas Cusack Company was absorbed—and him with it—by General Outdoor, young Carl Henke begged for a chance to sell the company's New York signboards through the hamlets of the state. The idea was revolutionary. Until then such signs were only sold on a national basis. But Carl pulled off his idea, made such a whopping success of it the company tossed him on the first train to Ohio, bade him perform the same magic there. Carl Henke had planned to be an engineer when he was at Phillips-Andover. He went on to Ohio Northern to study engineering, changed his horses mid-stream when he decided the future was in sales. Since 1941, exactly two decades after he went into outdoor advertising, he's been director of branch sales, has travelled the length of the land. Says, with a wry chuckle, that it's a dirty question to ask a man but that he "has to like travelling!" Sorry we asked.



HIS WIFE GETS IRRITATED . . . if the Press spells his name "Adolph." Out-of-town papers please copy! Name's Adolf—Adolf N. Hult, and he's The Mutual Broadcasting System's new vice-president in charge of sales. Adolf Hult—whose name doesn't seem to go with him—is a well-knit, greying gent with an outdoor complexion and a Mid-Western drawl. The type who helps you on with your coat. But underneath his easy manner he's a demon for work and a perfectionist of the first water. He's been with Mutual since it was founded, likes to point out that when he hooked in to its wave length the System had three stations. Today it boasts 500. He was born and reared in Chicago, until recently was vice-president of its Central Division in the Windy City. While he was in high school and, later at Augustana College, he was correspondent for the *Moline (Ill.) Dispatch*. The experience has been invaluable to him in preparing sales presentations. He had a number of important sales jobs before he went to Mutual, broke into radio as an account executive for WGN, Chicago.



GUY GILLETTE
SALES MANAGEMENT

BY HARRY WOODWARD, JR.

AT 28 SHE DIDN'T KNOW . . . (below) anything. About the wool business, that is. Today she's the spanking-new president of the important house of S. Stroock, Inc., for 70-odd years exclusively presided over by men. She's Mrs. Elsie M. Murphy, who looks like one of the Stroock woolen advertisement models but who thinks like a big-time exec. Elsie Murphy confesses that when she looked around for a job she consciously chose a field where a woman's own, particular talents could shine. Secondly, it had to be one in which women hadn't already grabbed off all the plums. It was wool, of course. Stroock gave her no employment-encouragement at first. "I was pretty dashed," she says. But several days later they changed their mind. That was 1934. She started as a designer-stylist at 15 bucks a week, studied textiles at night. In four years, thanks to her imaginative style sense and her industry, she was a member of the Board of Directors. Her husband's also in the textile business. She's the Mother of a 22-year-old married daughter and an ardent Sunday golfer.



GUY GILLETTE

THE VIEW'S "SOUL-SATISFYING" . . . from the 45th-floor office she just moved into, says Helen Mary-Elizabeth McCarthy. Makes her *think* lofty thoughts even though she has to keep her feet on the ground. The red-headed Miss McC, who used to go to college proms and sip lemonade, is the new director of the Women's Division of Licensed Beverage Industries after making her mark in such fields as education, publicity and advertising. (She's a former secretary-treasurer of the Advertising Federation, N. E. District.) After college—Brown, in Providence, because Mama thought she was too young to leave home—she was the first woman to cover the police beat for the *Providence Journal*. Left R.I. to come to N.Y.C. and handle the New York offices for a large public relations firm. Later she created *Belgian Trade Review* for the Belgian C of C, during the war did educational information programs for various Federal agencies. She'll act now as liaison between L.B.I. and the Women's Association of Allied Beverage Industries, made up of women employes of licensed beverage industries working on a civic and political basis.

How Revamped Nuts & Bolts Carton Wins New Customers for National

BY WILLIAM J. BARRETT

When National Screw tossed tradition to the wind by making its packages colorful it gained hardware store display for a backroom item. The hard-to-smudge carton is color-coded for ease in identification of product and brand.



PUTS COLOR TO WORK: Basic package color is black—to mask smudge caused by handling oil-coated nuts and bolts. Other colors are used to identify types.

A sales executive at National Screw and Manufacturing Co., Cleveland, puts it this way: "The hardware store of today is a far cry from what it used to be. It's no longer a hodge-podge of tools and barrels. It's well lighted, clean, uses all the point-of-sale tools of an up-to-the-minute drug store."

That's why this 60-year-old company decided it was time to dress up

its packages of nuts, bolts and screws. The aim: to bring the industrial fastener out of the store room and let the public see it—on the front shelf.

So the nuts and the bolts and the screws got a new dress. But that proved to be only half the story. Some months later one of the leading hardware distributors sat down with the National Screw executives and said: "Your new package is fine. Our cus-

tomers like it. But isn't there something you can do for us jobbers? Isn't there some new packing technique which would make handling of your product easier and cut costs?"

National decided there was, went to work on that problem, too. Today the company is gathering new customers with a double-barreled sales attack built around the distributor's needs.

First: a new package — sturdy and attractive. Second: National Hardware Packing—N.H.P.—a plan to reduce handling, warehousing and shipping costs.

Smudges Don't Show

The old National package was about all anybody expected a nut or bolt to occupy—a dull, buff-colored affair labeled on one side with the company's name and some tiny, hard-to-read printing which briefly described the fastener and its size. The package was rather weak, would probably tear, would certainly show every little smudge. But then, it was hidden away in that back room at the hardware store and no one would ever see it anyway—until National decided to do something about it.

"Our's isn't a 'clean' product," National sales executives point out. "Even a new screw is likely to get your fingers dirty from the protective covering of oil."

So they came up with a package which would take a lot of handling and still look attractive. National's new look begins with a tough, durable box with a varnished surface. That makes it easy to dust. Its basic color is black to hide any fingerprints. Its top carries the company's trademark, a mechanical man made of nuts and bolts.

National decided, however, to give full treatment to the front side of the box—that area seen from the shelf by the customer or from the bin by the order-filler. No picture here—just economical use of printing and figures in type large enough to be seen in any light. The message leaps out: "50 Cut Thread Machine Bolts— $\frac{3}{8}$ —3." That's all—quantity, type, size. This is set against a color background. It looks attractive but has



HOME TOWN BOOSTER

What the prosperity of the Telephone Company means to thousands of people and communities

Your Bell Telephone Company does more than provide good telephone service. Directly and indirectly, it touches some part of the business life and prosperity of almost everybody in town.

It is essentially a local enterprise. It is managed by home-town people. Its employees are home-town people. In your neighborhood — perhaps on your own street — are also people who have invested their savings in the telephone business.

About one family in every 35 in the country has someone who works for the Bell System or has invested in it.

Many more people, outside the telephone business, also get some part of their livelihood from it. Not only do telephone people buy from local merchants but the company itself is a large purchaser of local materials and supplies. Last year, Western Electric — the manufacturing unit of the Bell System—bought from 27,000 different concerns in 2800 cities and towns.

Since the war, Bell Telephone Companies have put over \$4,000,000,000 into new facilities. This money has been spent to improve telephone service and to meet heavy postwar demands.

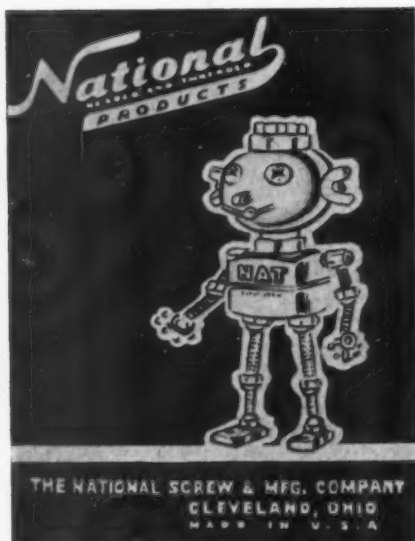
It has meant work and jobs for people in many lines.

Your telephone company wants to keep right on moving ahead . . . improving service, making an important contribution to prosperity.

Future progress depends, of course, on adequate telephone rates. Rates are still low. The increases granted so far, plus those now requested, are generally far less than the increases in most other things in recent years. They average only a penny or so per call.

BELL TELEPHONE SYSTEM





TRADEMARK: This amusing trade character gives personality to a utilitarian product.

the more practical purpose of aiding identification.

For example, for machine bolts there's a blue label for those with rolled thread, a red label for those with cut thread. Rolled thread carriage bolts come with green labels, cut thread carriage bolts with black labels.

Costly sorting errors are more likely to be avoided in the bin room with this color arrangement. The sorter can do his job aided by identification by color as well as by print-size. There's wider variety of colors for the National screw line—a different color for each type of head—flat, round, etc. Figures which denote screw size are set against a white background for steel screws, against a yellow background for brass.

It all looks pretty on the shelf, and it all adds up to easy-to-read, color-coded, quick identification, simpler stock handling, elimination of order-assembling errors. That's the story of the new package. Here's how National is saving money for the people who distribute their product:

They call it N.H.P.: National Hardware Packing. It is likely to set a trend in the hardware business, and National Screw and Manufacturing promises that this packing technique will reduce handling, warehousing and shipping costs of the jobber.

Does it? National points proudly to statements from distributors all over the country, statements that tell of cost reductions from 5 to 7½%.

National now is doing much of the packing for its distributors. The new plan provides small cases of carriage, machine and lag bolts and cap screws packed in strong, corrugated fiber containers, averaging in weight

25 to 30 pounds each. The jobber can re-ship them in these original containers without further packing.

Up to a few months ago National, like all nut, bolt and screw manufacturers, shipped exclusively in wooden cases which might contain up to 3,200 bolts and which might weigh up to 250 pounds. Few of the jobber's customers could order in lots of this size. That meant all cases had to be unpacked, the contents put in bins and eventually in new cases for re-shipment.

N. H. P. changes that. All the company's products still are shipped in the standard wooden case. However, to supplement these, many National products now are shipped in small lots, such as four packages of machine bolts, each package contain-

ing 50 units. This is a compact shipment which a distributor can forward to a customer in filling an order for 200 units. He can do it without even unpacking the container he received from National.

Each of these compact packs is bound in tough fiber and then strapped. It is labeled with the size, quantity and type of National product enclosed, but there is plenty of room for the jobber to stencil in the name of his customer without unpacking. Gross weight of the package is included in the label so the jobber's shipping department doesn't have to weigh the container.

Has N.H.P. worked? "Well," say National sales executives, "since we started it, we've had customers in here we'd never seen before."

Juniors Try Their Hands Being Boss for a Month

Gamble-Skogmo, Inc., Minneapolis, has hit upon a new twist in its search for sales and management talent within its own organization. It is letting branch store personnel uncover their own talents.

"There is room in our organization for many more high grade store managers, assistants and department heads. We're out to find them—right in our own company," says C. T. Gibson, personnel director. "There's a lot of talent in these folks and we're going to uncover it. More accurately, we're going to let them uncover it themselves."

This is what was done:

During the month of September 515 of the company's branch store managers relinquished most of their duties to assistants and salespeople who acted as sales managers.

The manager of each Gamble store placed one of his sales staff in charge of merchandise ordering, advertising and display, sales meetings, personnel training, and all types of selling. This sales manager of the month might be the assistant manager, a department head, or a salesperson who has evidenced a flair for merchandising.

The "September Sales Manager" had full executive sales responsibility. He had charge of personnel sales as-

signments and established sales and expense budgets for the month. The measure of his success was the store's sales volume and his efficiency in controlling expenses. His performance during the one month he was in charge may spotlight him as being worthy of fast promotion to a higher position within the organization.

P. W. Skogmo, president of the company, says, "We're always on the alert for hidden executive talent in our stores, warehouses and offices, but we hope the intensive September 'Opportunity Month' experiment will be especially effective in uncovering many future store managers and supervisors. Yes, even future company officers. The boys will work hard to develop initiative, merchandising imagination, and new sales ideas. They'll learn something of a store manager's duties and responsibilities. They'll develop confidence in themselves."

Gamble-Skogmo now operates 515 of its own branch stores and sells its lines of consumer goods at wholesale to over 1,800 independent Gamble dealers in 26 states, four Canadian provinces, and Hawaii. It operates Gamble stores in the central and western states, Western stores in the mountain and Pacific Coast states, and Macleod stores in Canada.

How "Ditch-Digging" Advertising Helps a Salesman

Reg. U.S.
Pat. Off.

- ... get more business with the same effort
- ... hold business with less effort
- ... build a sound foundation for future business

"Ditch-Digging" Advertising is simply a mechanism that helps salesmen get the right story to the right people in the right way at the right times with the right frequency ... at the lowest possible cost.

It takes thought and effort to build that kind of advertising and to make it work -- thought and effort on the Sales Manager's part and on the part of his advertising men and agency... working together ...

... FIRST, to find out who are the people--all the people--who specify, buy, or influence the specification and buying of your product. (Your salesmen are calling on some of these people, but can they see all of them? Do they know all of them?)

... SECOND, to find out what makes sense about your product to your prospects. (What are the viewpoints, prejudices, confusions, and needs that might indicate either obstacles to the purchase of your product, or sound sales approaches?)

... THIRD, to determine how to say what needs saying, to whom, and how often. (What will improve the view-

points and reduce the prejudices and confusions that stand in the way of gaining your objective?)

... FOURTH, to select the best tools to use--booklets, magazines, direct mail, or any other mechanical means of imparting ideas and information. (What part of the selling job can be done best by which selling tool?)

That's "Ditch-Digging" Advertising. It comes out of the field, not off the cuff. It takes effort, time, money. But it balances inspiration with sweat, providing a maximum of results...at a lower cost per sale than advertising based on unconfirmed "ideas" alone can produce, except by sheer accident.

This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast--and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790



"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



BEARING GIFTS of Eaton's Fine Letter Papers, these fashion angels appear in national magazines and in retail store windows and stationery departments during 1949 Christmas shopping season on behalf of Eaton Paper Co. gift-selling drive.

CAMPAIGNS AND MARKETING

Seabrook Farms Gains Markets Via Newspapers

Seabrook Farms, N. J., used newspaper advertising to multiply sales of its quick-frozen foods "from nowhere to best-seller ranks in 12 short months," according to the Bureau of Advertising, American Newspaper Publishers Association. In its monthly publication, *Advertising Facts*, the Bureau describes the success of Seabrook's first year of advertising under its own label. The case history details how the company opened 65 markets in the North and 40 in the South between September, 1948, and September, 1949.

After Seabrook and its advertising agency, Peter Hilton, Inc., assayed the results of Seabrook's first year of advertising, they scheduled the Farms to go "all out—100% in newspapers in over 99 markets beginning in September, 1949, with plans for the opening of additional markets via newspapers in 1950 . . ."

When the previous campaign opened in September, 1948, the Bureau states, "Seabrook was still a rank outsider—not only to the consumer, but also to the retail and wholesale grocery trade."

Using a full-page "open letter" in newspapers to tell its story, Seabrook tried a shortcut to break into a highly competitive market where powerful nationally distributed brands were

already strongly entrenched. Says the Bureau, "He [C. F. Seabrook, president of the company] took his story direct to grocer and housewife — at the same time and in the same medium. Copywise the story talked to the grocer—but the housewife had plenty of room to read it over his shoulder."

The 1,200-line opener was followed by a small-space newspaper campaign specifically addressed to consumers, which introduced each of Seabrook's vegetables and fruits.

Seabrook, using modified editorial techniques on an unconventionally high three-times-a-week frequency, continued to disregard the established habits of food advertising. It is explained that "particularly defiant to tradition was his refusal to concentrate on newspapers' so-called 'food days.'" Spot radio was also used in some areas as a supplemental medium.

By the end of last March, 65 markets in the Middle Atlantic States had been opened with 67 newspapers.

Documenting the results Seabrook had with its defiance of grocery advertising tradition, the Bureau notes that "in New York City alone sales rose from zero in September, 1948 so rapidly that by April, 1949 the Seabrook brand was the number two seller among all frozen-food brands in the metropolitan market in the opinion of a city-wide cross-section of grocers covered by Hearst Advertising Service in its 'Commodity Survey

of Frozen Foods.'"

In June Seabrook halted its 65-market Northern campaign. Advertising was directed to the South to aid the new Southern distributor in putting the brand into 40 more markets there. The company again crossed tradition by advertising frozen foods in the summer when and where fresh vegetables were both plentiful and low-priced. Also, Northern-grown frozen foods were advertised in the home towns of some of the country's largest truck farm producers.

A 600-line advertisement introduced the summer's 40-newspaper campaign. It was followed on a weekly basis with two 300-line advertisements appearing each week in all the major markets, one 300-line space in all the others.

By mid-1949, well before the completion of Seabrook's first year as an advertiser, retail dollar sales of the new brand were already well up into the seven-figure bracket. Sales for the March-August 1949 half of the current Seabrook fiscal year matched the entire 12-month sales record of the previous fiscal year.

Mr. Seabrook, in discussing the campaign and the company's future strategy, said, "We develop our sales market by market. As the need for more advertising is felt in various markets we can immediately supply that need with local newspapers . . . That is why we have found it worth-

**Bet You Don't Know
This About Advertising**
by Susan

Quiz No. 5

How much per bottle does it cost to advertise America's leading soft drinks? Is it 1¢? 2¢? 3¢ a bottle?


Answer:

It costs less than 1¢ per bottle to advertise America's big-name soft drinks.

That's only half the story. Advertising lowers your cost two ways:

Cuts the selling costs. And by helping you make production possible, lowers the production costs, too.

So advertising saves you many times that 1¢ per bottle.



ADVANCING public understanding of advertising, this newspaper mat (one of 12) is part of campaign by Advertising Federation of America, which is also supplying radio, car cards, outdoor material at cost.

THE ANXIETY MOOD OF THE AMERICAN PUBLIC is a Business Problem!



Anxiety makes people hesitate...to buy, to invest, or even to support a sound policy. This mood of today is therefore a business problem.

And just as anxiety is fostered by the needling of excited headlines, so is it best allayed by a deeper insight.

That is what *The Reporter* gives its readers... insight. This new and solidly launched magazine covers thoroughly *a single major situation* in each issue...with able contributors here and abroad rounding out the fortnightly stock-taking. In this deeper understanding senseless fears do not flourish.

Consider the value of an advertising medium which meets this real need of our times...a need your business may well feel.

FOR SAMPLE COPY please write, on business stationery, to **Houston Boyles**, Advertising Manager,

The Reporter, 220 East 42nd St., New York 17, N. Y.

Phone: MUrray Hill 7-4742

NOVEMBER 20, 1949



The Building Industry's Salesman

Does It Again!---

Increases its leadership in the building products distribution field—in circulation—in circulation gains—in renewal percentage—in advertising volume. More than ever the mightiest sales force, man or magazine, in the building products field.

**American Lumberman
& Building Products Merchandiser**
139 N. CLARK ST., CHICAGO 2

YOU'LL FIND CHEMICALS FOR EVERYTHING FROM FERTILIZERS TO PHARMACEUTICALS IN OPD

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2957 Pages of Chemicals Advertising last year

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY
May we send you a sample copy of
O.P.D.?



Oil, Paint and Drug Reporter

For Chemicals Buyers
The Market Authority since 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.

while to increase our newspaper schedule from 33 papers in 28 markets to 106 papers in 99 markets."

Beet Sugar Vs. Prejudice

Western Beet Sugar Producers, Inc., have launched an advertising campaign in those areas comprising the principal beet sugar market in this country. This organization represents a \$2,000,000,000 industry composed of all the Western sugar producers, operating 64 factories.

The organization was formed recently as a result of an industry-wide survey which disclosed a very prevalent but completely unwarranted prejudice on the part of the trade and consumers that beet sugar is in some way inferior to cane sugar.

The purpose of the campaign is to combat this prejudice. Western Beet Sugar Producers, Inc. is pledged to an advertising program and educational effort that won't stop, according to announcement, "until American beet sugar is recognized as the finest sugar obtainable anywhere."

This is not intended to be "just another food campaign." It is an aim, rather, on the part of the industry "to secure for a 100% pure, 100% American product its rightful place in our food economy."

Initially, the campaign is being concentrated in daily newspapers, supplemented in publications of the grocery business.

The San Francisco office of Foote, Cone & Belding handles the account.

Three-Way Pie Promotion

Baker's Coconut, Pet Milk Sales Co., and the American Dairy Association have joined hands in a Fall tie-in promotional campaign for Coconut Pumpkin Chiffon Pie.

Begun in October, the campaign will continue through this month. In order to catch the fast-climbing seasonal demand for Fall recipe ingredients, all three organizations have tied in their Fall holiday season merchandising and advertising campaigns with this dessert.

Kits containing point-of-sale material are being distributed to direct accounts for circulation to retailers. The kits contain posters and recipe dispensers.

More than 7,500,000 recipes for this pie will be placed in stores by General Foods Corp., specifying Baker's Coconut and Pet Milk. Another million will be placed by Pet Milk men, featuring both products. Both organizations are offering tie-in advertisements and mats to retailers.

Baker's is featuring the Coconut Pumpkin Chiffon Pie as "Cloud O'Pumpkin" in current issues of *Good Housekeeping*, *Ladies' Home Journal*, *Woman's Home Companion*, *Better Homes and Gardens*, *Country Gentleman*, *Capper's Farmer*, and *Progressive Farmer*. The American Dairy Association is advertising in *The American Weekly*, November 20, and in the November issue of *Better Homes and Gardens*. Pet Milk is advertising in 130 newspapers during one week in November.



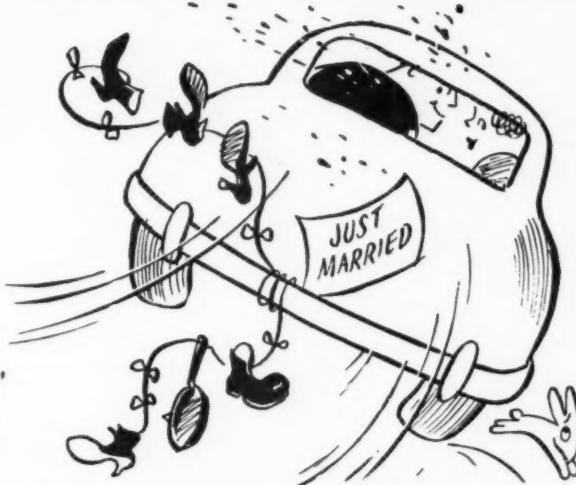
REFLECTING similar window display for National Distillers Products Corp., this three-dimensional wall display attracts custom with metallic colors illuminated by flashing street lamp. Designed and lithographed by Einson-Freeman Co., Inc.

Are your BEST customers getting away?

There goes an awfully important market... the young-marrieds!

Especially the missus. From the honeymoon she heads straightway into a life of keeping house and planning babies. Buying new things and more things. Soaps, powders, linens, appliances, furniture, cake mix, baby food, and the thousand-and-one other things it takes to make a house a home.

Now is the time she starts choosing brands—and picks up life-long buying habits. Now is the time to stop her . . . catch her eye in



Modern Romances, where she and a good 2½ million other young married women do their magazine shopping and make up the youngest married market in America!

While you are preparing your '50 advertising schedule, consider these important facts about Modern Romances:

WHO READS MODERN ROMANCES? 3 million women; 74% married or engaged; *median age 23.*

WHAT ARE THEIR FAMILY INCOMES? Though youthful, their family incomes are 19% above the national median.

ANY CHILDREN? 71% of the families have children living at home. No wonder Modern Romances devotes more space to articles on children than any other magazine in its field.

PRESTIGE? Just compare the paper, printing and editorial job on Modern Romances with other magazines in its field! It is the only one edited especially for *young married women*.

READERSHIP? Read cover-to-cover by 75% of its readers; 98% read *all or most* of every issue.

COMPARATIVE COST? A recent impartial survey revealed that Modern Romances delivers more readers of advertising per dollar than 11 other leading national magazines in 79 out of 83 tests.

GROWTH? Modern Romances doubled its circulation since 1939 . . . shows the greatest gain among the top 15 magazines on the newsstands in 1948.

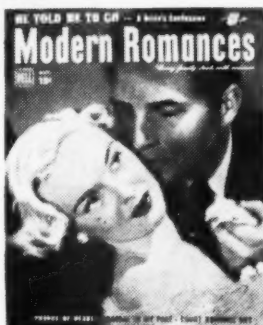
BE SURE TO GET THESE SURVEYS WITH NEW FACTS ABOUT AMERICA'S YOUNG WOMAN MARKET. JUST OUT!

1. Dell - National Food Purchase Study—latest survey of buying and usage habits of cross-section of America's families.

2. 11th Survey of Homemaking—new study of food and household product brand preference from 1938 to now.

3. 16th Survey of Beauty—latest study of cosmetic and toiletry products and brand preferences from 1936 to 1949.

Youngest Married Woman Audience in America



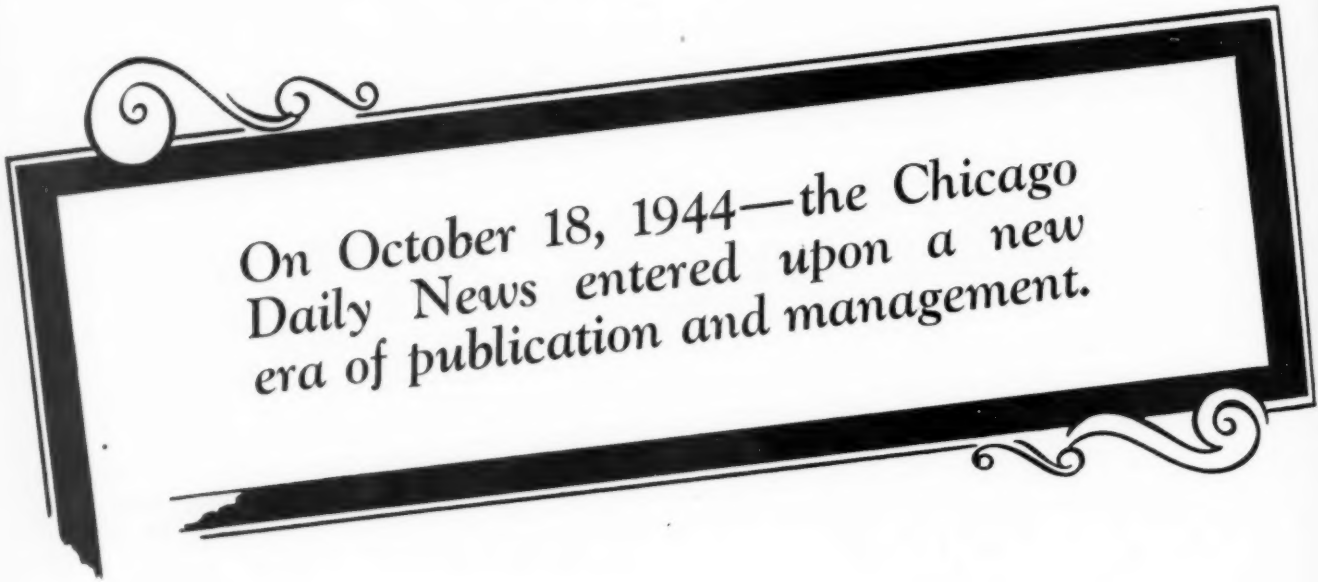
modern romances

OF DELL MODERN GROUP

DELL PUBLISHING COMPANY, INC.
261 FIFTH AVE. NEW YORK 16, N. Y.

FIVE YEARS

AN ANNIVERSARY



On October 18, 1944—the Chicago Daily News entered upon a new era of publication and management.

A brief accounting of stewardship is in order.

For the first nine months of 1949 the circulation of the News was 517,344—a gain of 91,328 over the first nine months of 1944. The September, 1949, circulation average was 524,333.

Its advertising for the first nine months of 1949 totaled 4,500,418 *more lines** than it carried in the first nine months of 1944—up 51 per cent.

There are good reasons, of course, for these substantial gains. Conspicuous among these is journalistic independence coupled with accurate, factual reporting and a challenging action in "investigating everything" on behalf of the welfare of citizens on all levels.

*Source: Media Records

CHICAGO DAILY NEWS

JOHN S. KNIGHT,
Editor & Publisher

10 Ways to Squeeze Extra Value Out of Ad Budgets Under \$50,000

BY JAMES C. CUMMING

Vice-President, John A. Cairns & Co., Inc.

All the elements of a profit-producing million dollar advertising program can be whittled to fit the budget and still pay off in relation to the investment. Imagination, timing, close attention to detail make pint-size budgets produce.

No matter how large it may be in dollars, your advertising budget, like your personal income, is always limited. Even if your appropriation is over a million, you know you could get more business if you could just spend a few additional thousands—or hundred thousands—here and there. Therefore, we'll define our terms here and now and say that by a "limited" advertising budget we mean one that runs from zero to \$50,000.

Yes, we mean zero. A firm just starting in business, with nothing on the books and only its owner's capital and drive to keep it going, is unlikely to have an advertising budget as such. But there are things that such a business, with a budget that's completely missing, can do to make itself known.

Once it succeeds in making itself known, chances are there will be more dollars in the promotion kitty. So let's take a quick look at 10 ways to squeeze too value from every dollar of your limited advertising budget. We'll be elementary; often the most obvious ways to get business are most frequently overlooked.

1. Start with publicity: This is particularly important for our friend with the zero budget, and if he has a business and a product worth talking about, and is reasonably articulate with the press, he'll get stories. To stay within his budget he'll have to make his own contacts with the editors he wants to reach, but the very fact that his business is young will give his products the newness that makes them genuine news.

To give a specific example of such a manufacturer, we'll mention a very small maker of women's blouses and skirts—Patricia Spaulding & Co. The organization is made up of three partners, period. They have been in business for something over a year, and their only advertising has been

publicity in *Vogue*, *Harper's Bazaar*, *Mademoiselle* and similar publications. They get it by letting the editors know when they have items that are new and interesting. Partly as a result of these stories, their customers are such stores as Neiman-Marcus, Bonwit Teller, and Lord & Taylor.

We don't mean to imply by this that there is any such thing as "free" publicity. Once in a while you may get a windfall, but keeping yourself in the press takes time—and if you have a budget for it, so much the better. Then you'll have money for pho-

tographs, properly prepared releases, the guidance of trained publicity people, and possibly an occasional press party. But while you're getting started, and until you can afford to spend money on it, you can get press recognition by keeping your business and consumer press informed of what you are doing.

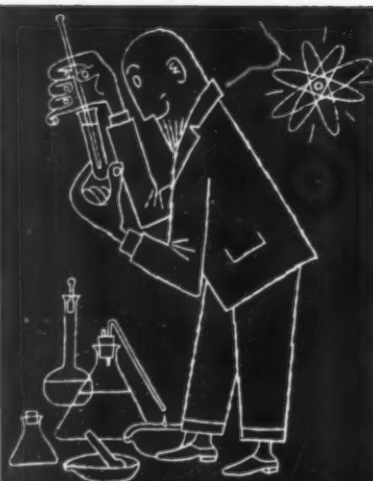
Remember, this is only an initial step, and is predicated on the assumption that there isn't any money to be found for real advertising. If the business grows, and money is available, then you start to utilize *all* of the tools of promotion which fit in with your problems.

2. Use direct mail advertising:

When you advertise by mail you keep costs down by working up slowly from letters to more elaborate mailing pieces. It will have to be a trade operation because, with your small budget, you can't afford consumer



"But before I jump I must say a word about Heather Brand pre-shrunk tweeds."

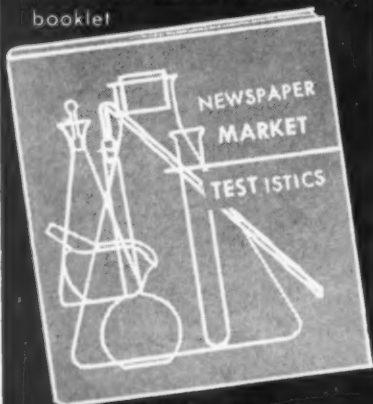


the basic ingredients for an accurate test market

one of the most troublesome
problems confronting adver-
tising planners

explained and illustrated

in a most useful, interesting
booklet



Write for your
complimentary copy

of "MARKET TESTISTICS" to
Sawyer Ferguson Walker Company
60 East 42nd Street, N. Y. 17

ROANOKE

TIMES AND WORLD NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

mailings. That's as it should be. Letters, broadsides and self-mailers sent to your prospect list of retailers really will pull business for you. And when you start to advertise in publications, you can increase the effectiveness of your advertising by mailing reprints to your customers and prospects.

Your use of the mails should not be haphazard. Regular mailings are important. So are mailing pieces announcing new products. A house organ is a good way to put your name and news about your firm regularly on the desks of customers and prospects.

When to Use Reprints

The Norwich Knitting Co., Norwich, N. Y. is an example of a limited-budget advertiser who makes effective use of direct mail. A reprint of every Norwich advertisement appearing in the business press goes not only to retailers and wholesalers, but also to the salesmen for the wholesalers who sell Norwich products. When new products are introduced, such as a recent warm-up slipover for boys, a broadside describing it *and asking for orders* goes to the entire trade. And the Norwich house organ, giving a homey picture of activities at the mill and carrying interesting items on Norwich distributors, is sent regularly to all knit goods buyers.

3. Build on a foundation of trade advertising: Your first space advertising should be in business papers. Through them you can broaden the distribution of your products. Through them you will reach the dealers who, in turn, will spend their own money getting business for you.

Space in most business papers is inexpensive. Even a limited-budget advertiser can afford to "look big" by taking full pages. But the message you take to the trade will be even harder to prepare than advertising in consumer space, because you'll be talking to professionals in your field. The man who writes it should know how to talk the buyer's language.

4. Help your retailers' salespeople to advertise your products: There's nothing that reaches the consumer with such strength as word-of-mouth advertising, particularly when it reaches her at the point of sale. To get retail salespeople to talk with enthusiasm about your merchandise, give them plenty of usable information about it. This calls for a training manual that gives the salesperson helpful data on how to sell your *kind* of product, with specific examples of

how to sell your product itself. This unselfish approach will increase its use by the salespeople you want to reach.

An excellent example of such a selling manual was recently produced by Rosedale Knitting Co., Reading, Pa. It outlined features that persuade women to buy hosiery, with specific reference to Rosedale hosiery features. Another good selling manual was issued this year by Simtex Mills, New York City, covering the selling points of Simtex flannelette.

5. Give your retailers display material: Seasonal display cards and similar display pieces that can be changed frequently are a good and inexpensive way to put the name of your product before the consumer at a particularly strategic time. And don't let your retailers tell you they never use them. Even exclusive specialty stores will put them to work if they are properly prepared. Recently an important group of main floor counter displays at Lord & Taylor, New York City, used as their eye-catching centers of attraction skillfully prepared counter cards on Belle Sharmer Hosiery's new skyline shades.

Don't Forget Displays

Not long ago we decided to find out exactly what kind of displays a manufacturer should prepare for department store use. We asked Hahne & Co., Newark, for permission to send a photographer through the store to photograph any manufacturer-prepared displays he might find. We were told that the trip would be useless, because the store had a rigid policy against the use of any such display material. We insisted, and permission was granted. The photographer returned with photographs of 125 displays. He would have taken more, but he ran out of film.

Of course your displays will get more use if your product is sold in smaller stores, but if they're right they will be used anywhere.

6. Prepare mailing pieces for retail use: Far too few manufacturers take advantage of this low-cost way of doing consumer advertising through their retailers. You must be thoroughly familiar with the type of mailing piece we're talking about; you get several examples with every bill from your local department store, and other types of retailers use them too.

The items shown in your mailing piece must be limited to those actually available in the store that does the mailing, but if you illustrate only fast-selling items your salesmen can get most stores to stock the merchan-

dis shown in order to back up the mailing. Space must be provided for imprinting the name and address of the retailer—and if you do the imprinting, it is best to charge \$1.50 or \$2 a thousand for doing it. That will assure the use of the folders.

7. Get retailers to do your advertising: This is the best way for a limited-budget advertiser to begin consumer advertising. Just how you should do it will depend on the nature of your product and the type of distribution you have. The first and most obvious step is to prepare a set of retail advertising mats on the fastest selling items in your line, and to put them into the hands of the retailers who sell your products. These will make it easy for the retailers to advertise your items and will get you a fair amount of newspaper space—at no cost to you beyond the cost of the mats. This method is particularly good if your distribution is universal.

There are two other ways to get retailers to advertise your line more importantly. The first is to give them striking promotional ideas, and the tools (in the shape of mats, layouts and illustrations) for carrying out those ideas. This is the method used by Dell Town, manufacturers of children's dresses, to get department stores to run full-page advertisements on their line every August. Dell Town supplies the stores with original ideas and complete promotional "kits" for striking back-to-school promotions.

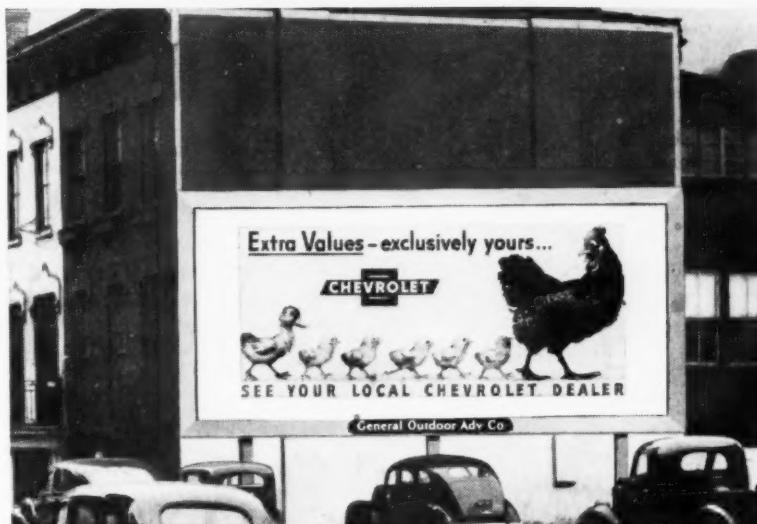
Value of Co-op Ads

The second way is to pay part or all of the cost of your retailers' advertising.

This method makes sense when you sell on an exclusive basis, through one store in a city, and when your distribution is still in a limited number of cities. It has the disadvantage of taking the control of your advertising out of your hands and putting it in the hands of your retailers. It has the advantage of giving you more space for your money and of forcing the retailer to stock your product adequately in order to do the advertising.

8. Time your consumer advertisements to meet seasonal peaks: If your distribution is sufficiently general and your budget has grown to the point where you can afford magazine advertising, don't space it evenly throughout the year. Place it at those times during the year when your product is most in demand. If your

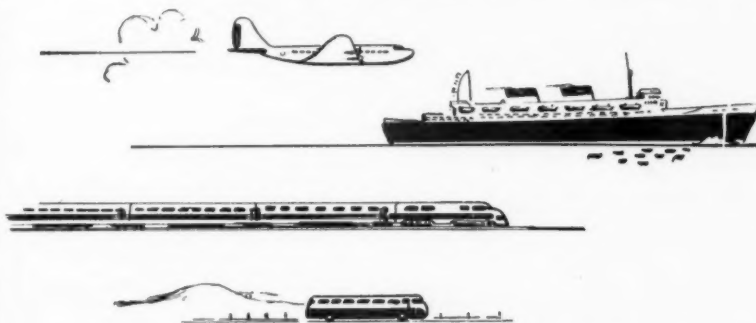
Even stepmothers know best



SHOWMANSHIP. Mothers, fathers, sons and daughters . . . *everyone who buys or influences buying* is influenced by General Outdoor Advertising! GOA puts showmanship into advertising, delivers a dramatic punch that starts the sales curve in the right direction.

Send for complete information today. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

★ Covers 1400 leading cities and towns



HIT HARDER

at those Buffalonians with Money to Travel...Use the Courier-Express

● The Courier-Express is Buffalo's travel medium. In 1948 it carried 59% of all travel advertising in the territory. Five tours sponsored editorially by the Courier-Express last year were sold out to their combined capacity of 3,300 participants at a cost to them of \$131,000. If you want to sell the type of folks with income to travel...you can do it more economically in the Courier-Express.

Your dollar buys greater impact in the Courier-Express on the families with money to spend.



product is furnaces, September, October and November are your months. If it's sheets, January should be your most important advertising month.

If you aren't sure of the months that represent retail selling peaks for your merchandise, the tables on "Seasonal Distribution of Sales" published by the Controller's Congress of the National Retail Dry Goods Association will prove helpful. They will show you how to place your advertising at times when consumers are thinking most about your kind of merchandise.

9. Merchandise your national advertising: Your consumer advertisements will work doubly hard for you if you make sure that all your retailers see them—and see them in time to stock and feature the items you are advertising. One way to do this is to mail your retailers the entire schedule, with reprints of the advertisements, as Cluett, Peabody does with their advertising for Arrow Shirts.

Another way is to arm your salesmen with a portfolio that contains all the advertisements and that also shows the mats, mailing pieces, train-

ing manuals and other materials you will supply to help retailers capitalize on them. This gives each of your salesmen the opportunity to talk to his customers about your promotional program, and to get orders for the merchandise needed to back up each advertisement.

\$200 Portfolios

Portfolios such as this are expensive. They cost a lot because they must be as carefully prepared as though you were going to print thousands of them, when you may need only 10 or 20 copies. A fairly simple portfolio, therefore, may cost from \$50 to \$200 for each salesman, but it will be worth it in the increased selling efficiency it will give your men and in the increased volume it will help them to get from your whole promotional program.

10. Can you ride on somebody else's fame? Sometimes it's a smart idea to tie your product to a name that is already famous, and ride to glory—and sales—on the coat tails of names that get a great deal of advertising or publicity independent of your product.

Rosenau Brothers, makers of children's dresses, increased their sales year after year back in the 30's with their line of Shirley Temple Dresses because of the vast amount of publicity that developed around Shirley Temple. Dell Town Dresses has repeated this performance more recently with Margaret O'Brien. Whole groups of products carry the insignia and capitalize on the fame of Roy Rogers, Hopalong Cassidy, Superman, Howdy Doody, The Lone Ranger and similar characters. More than a hundred products have arranged, under licensing agreements, to use the Fruit of the Loom label, capitalizing on the advertising and reputation built for the Fruit of the Loom name during nearly a hundred years.

Not all products can use names such as these, nor is it wise for all manufacturers to take such names in addition to their own. If your product is an appropriate one, however, this is one way to stretch a limited budget.

Finally, we'd like to try to answer one question that must puzzle many a manufacturer with a small advertising budget. If the budget is so limited, should you use an advertising agency?

Work with Agency

Obviously, if your budget is too small no agency can afford to work with you. Then, too, much depends on the experience and ability of the agency you select. However, if your budget is large enough and you can find an agency that is skilled in merchandising—as well as in advertising—techniques, by all means work with the agency. To get the most out of a small budget, you need all the skilled guidance you can get. But don't expect the agency to work for nothing, or for commissions. Like yourself, the agency is in business to make money, and its principals would be smarter to sell their services to a national advertiser, with whom they can make a profit, than to do a merchandising job for you on which they have to take a loss. An advertiser with a budget of \$10,000 a few years ago paid his agency a service fee of \$6,000 a year to direct the spending of the remaining \$4,000—and considered it a worth while investment.

That's an extreme case, but the moral should be obvious. If your advertising budget is over \$10,000, try to find an agency with the merchandising skill that's needed to help you get the most from it. Then insist on paying a fee sufficient for the agency to give you the time and talent you need for steady growth.



Galewood Bros., Albuquerque, New Mexico

One of the more than 100,000 garages where Automotive Digest is bought and read, each month.

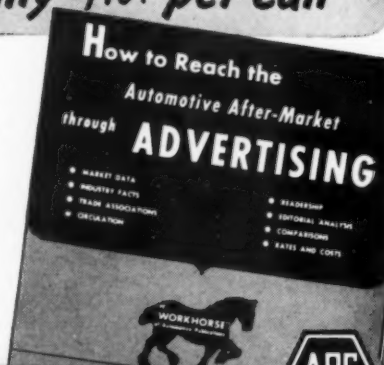
Automotive DIGEST

Sells for You for Only ³/₁₀¢ per Call

Paid Circulation is Responsive Circulation. Automotive Digest has the largest paid circulation of any automotive publication. It's

- First in Reader Response
- First in Value
- First in Paid Circulation
- Over 100,000 Paid

Send for this FREE Book containing valuable marketing information on the Automotive After Market.



Automotive
DIGEST

22 EAST 12th ST., CINCINNATI
1501 BROADWAY, NEW YORK
141 W. JACKSON BLVD., CHICAGO
6432 CASS AVE., DETROIT
639 S. WILTON ST., LOS ANGELES

coming your way . . .

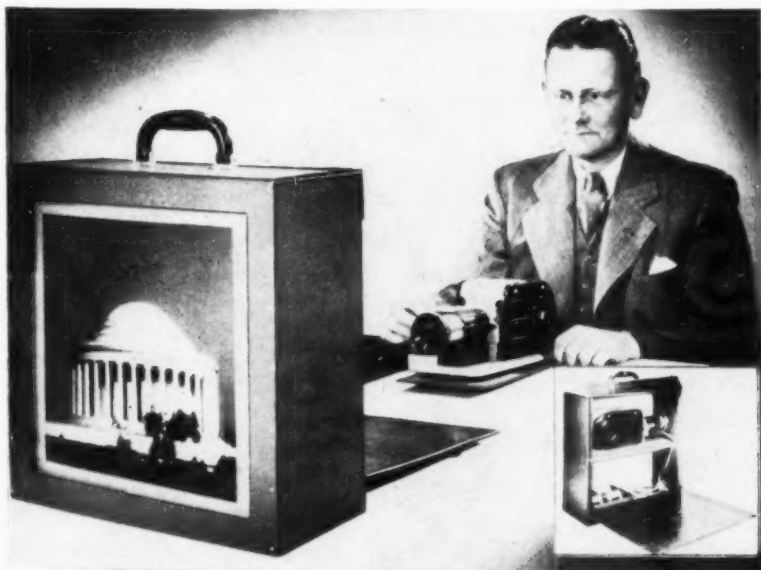
.....project-a-kit consists of a projector and screen contained in a carrying case measuring 15 x 15 x 6½ inches; weight, nine pounds. It projects the standard 35-mm. Kodachrome or black and white slides on a television-like 144-square inch screen. It operates on A.C. or D.C. current. Project-A-Kit enables the salesman to make way for his sales presentation in record time. He sets the carrying case on the table or desk, unsnaps the cover, removes a false wall revealing an unbreakable screen, removes the projector which is on a sliding shelf, plugs in the socket and is ready to go in a minute. The pictures are viewed on the side opposite the salesman. The Project-A-Kit is being introduced by Sales Tools, Inc., 1222 West Madison St., Chicago 7, Ill.

.....new laundry detergent completely eliminates the need for rinsing, thus saving the housewife half the time and labor previously involved in doing the family wash. The "no-rinse" detergent is said to eliminate the need for rinsing because it holds the dirt removed from the clothes in constant suspension in the wash water. All the dirt thus flows out with the water when the clothes are wrung, leaving the garments clean and bright without any deposit on them. Substantial savings in water

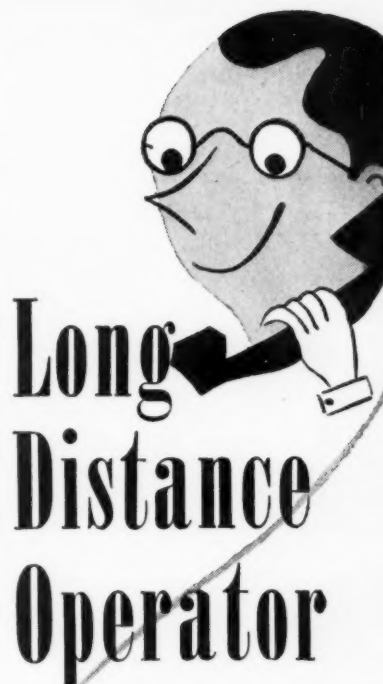


LAUNDRY PRODUCT eliminates the need for rinsing clothes, cuts down washing time.

and fuel are also realized, the manufacturer points out. A recent test revealed that clothes that have been washed with the new detergent but not rinsed are as free of bacteria as clothes washed by the old method with several rinsings. Other tests demonstrated that fabrics retained greater tensile strength, or wearing quality, after repeated washings than did fabrics washed with soap and subjected to the strains of repeated rinsings and wringings. Called No-Rinse Surf, the detergent is a product of Lever Brothers Co., 50 Memorial Drive, Cambridge 39, Mass.



SALES TOOL enables the salesman to make a visual presentation of his products. Pictures may be projected on case's built-in screen or on a wall if desired.



Long Distance Operator

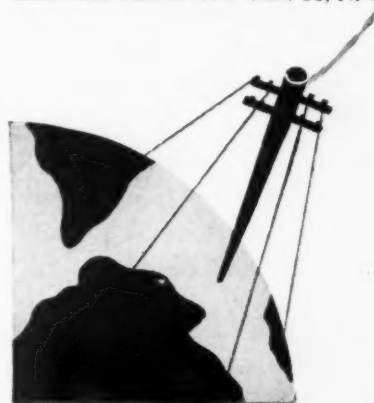
You can't stump this expert on geography.

His activities keep him in touch with hard-to-spell spots in the most remote corners of the world. To him Djibouti is as familiar as Jacksonville . . . Dakar as well known as Denver. He could find his way from Capetown to Cairo.

Yet he seldom leaves Main Street.

He's the banker, your banker, a man whose business reaches anywhere on the globe. Without his world-wide knowledge and far-flung contacts, international trade would be substantially reduced. Around the world and around the clock the banker's advice is sought in buying and selling decisions affecting every business and community.

The banker's opinion is a powerful sales influence — he's a key man in every community. Leading manufacturers recognize his influence and they keep him informed via the advertising pages of **BANKING** magazine, 12 East 36th Street, New York 16, N. Y.



Prepared by Royal & deGuzman



Readers

There are three R's in
**PROFITABLE
NEWSPAPER
ADVERTISING**



Results



Research



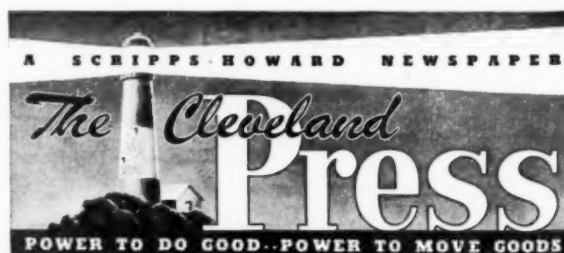
Seven out of ten families in Greater Cleveland are loyal every day readers of The Cleveland Press. That means positive and powerful results for any advertiser, any day. In this advertising world which recognizes the penetrating power of the printed word, readers and results are synonymous. Results mean turnover; turnover means profit; and profit means the difference between red and black ink in the ledger.

Added profit insurance comes when results can be directly measured. That's where research enters the picture. It enables you to produce a better advertising plan in the beginning; to pinpoint your effort where and when most needed; to make good advertising better; and to see how you are progressing in comparison to your competitors. In short, it gives light where needed to provide a firm basis on which to make your strategic decisions.

Our research begins with a *market facts* book, which is rich in up-to-date detail on which

you can produce an intelligent advertising plan. Sales distribution can be planned and guided through our *route lists* and checked through our *distribution studies*. Sales to the consumer can be checked through our *consumer surveys* and *sales analyses* which include: repeated Cleveland Home Inventories, the continuous Cleveland Consumer Panel, Annual Analyses of New Car Sales and Annual Analyses of Ohio Liquor Sales.

This research program is provided for you because this newspaper believes in serving advertisers as well as readers, and serving both well. It all adds up to the three R's of successful selling: *Readers, Results and Research.*



Tell-All Policy Makes Salesmen Partners In Search for Profits

Based on an interview by Elsa Gidlow with

P. A. ("BOB") ROWE • Owner, A. I. Hall & Son*

Because their annual bonuses are based on a share of the company profits, salesmen for A. I. Hall keep a firm hand on selling costs and give extra attention to long-profit items. Every man knows the exact current state on sales.

Incentive, the plus selling drive: Is it mainly a matter of compensation for the effort put out—amount of compensation and the ways the compensation is to be won?

P. A. ("Bob") Rowe, owner of the wholesale jewelry firm of A. I. Hall & Son, says that incentive in the true sense—incentive not just to earn a given amount of compensation, but the salesman's will to do the best that's in him for his firm and do it loyally over the years through good, poor or excellent selling periods—wraps up a good deal more than just money.

Money: Main Incentive?

There are two disadvantages in making money the main incentive to a salesman, Mr. Rowe points out: "1. You have customer and credit losses. 2. Someone who can offer more money may win your best men away from you."

What management dreams of is a corps of men who will sell in terms of the total institutional picture. Mr. Rowe puts it this way: "I am convinced that successful selling today requires more than simply knowing how to sell merchandise. The sales executive and each of his men must have a grasp of the total picture of the business that is employing him, and of the relationship of his efforts to the whole."

Lacking that total picture the salesman goes through motions, more or less successful, but he lacks the incentive to the *plus* selling effort. He lacks the sense of belonging, which is the basis of loyalty. Whether he knows it or not, he lacks the satisfaction which comes from work which reflects the individual personality.

Fair compensation—liberal when the volume of business warrants—

must always be the basis of any sound management-salesman relationship. Mr. Rowe believes: "You take that for granted from the start. But the compensation must be tied in, in each man's mind, with a feeling of responsibility for his own territory and an appreciation of the importance of his territory to the over-all picture."

Laying that basis of fair and liberal compensation, Mr. Rowe has a selling organization plan which gives his field men: (1) annual salaries ranging from \$4,000 for beginners up to \$9,000; (2) all expenses; (3) automobile allowance; (4) an incentive bonus which can net a man up to \$5,000 additional at the end of the year. The manner in which the bonus is figured and awarded is the core of Mr. Rowe's compensation-employee relations policy. We shall return to it.

Must Have Right Material

In the first place, Mr. Rowe emphasizes, you must have the right material with which to work: "For our field work we select men who, in our opinion, have sales potential. We hire them rather young—in the twenties—and bring them up the hard way. They must be willing to start work in the stock room and in the service departments. This is required for two reasons:

"1. The man demonstrates his will to *earn* advancement.

"2. We are afforded an opportunity to observe his capabilities and his character."

Practically all men in A. I. Hall's sales organization have gone through this initiation before being trained in the field. The company covers California, southern Oregon, Nevada, and Arizona. It has 50 employees, 12 of whom comprise the selling organization. Each territory is clearly defined and the salesman responsible for it is given full credit for all of

the business produced in that territory. Mr. Rowe calls it "individualizing a territory." A sales quota is set for each territory. The bonus earned at the year's end depends on the extent to which it is achieved or surpassed. It is also contingent upon a number of other factors: the man's selling experience; what it has cost to sell the volume credited to him. Credit losses in his territory are debits against his bonus.

Bonus: Profit Sharing

Actually, the bonus is a system of profit sharing. "Taking the net profit before taxes," Mr. Rowe explains, "we set aside a fair percentage for distribution as a bonus to the sales staff." Distribution is strictly on the basis of what each man's effort has contributed in profitable business. It rewards not mere blind selling effort, but intelligent performance thought out in terms of over-all sales.

To make this performance possible, Mr. Rowe gives each salesman an opportunity to discuss the status of the business as a whole. At least once a month the salesmen attend a meeting in San Francisco, to study the business being done by the firm. The actual trading statements are placed before the men. These show sales to customers for each and all of the 12 men, by months, and by classification of goods sold. All figures are brought forward so that each salesman knows his and his fellows' selling achievements, also his sales costs both percentage-wise and dollar-wise.

"One of the important aims of these meetings," Mr. Rowe points out, "is to make our men conscious of selling costs in relation to goods sold. They form the habit of asking themselves: For every dollar of expenditure, how much do we have to sell before a profit is earned? To bring this about they must be told the entire story of profit and loss, accurately and honestly."

Unless management is willing to be honest with itself, Mr. Rowe comments parenthetically, it had best not undertake this policy of open books, because only sincerity all the way around can make such a policy succeed. The frankness must work

*Wholesale jewelers, San Francisco.

both ways. The salesmen are expected to present equally honest pictures of their contacts in the field. In this connection, Mr. Rowe remarks, "I must stress that it is necessary for management to frequently make customer contacts with the salesmen, and to be willing to make special calls for any unforeseen condition which may arise." There are often problems which require special handling and the sales manager must be willing and eager to tackle these cases.

At the end of the year the 12-month selling figures, together with costs and credit losses by territory,

are studied in the same way and bonuses distributed accordingly.

It should be mentioned that the merchandise sold by the firm is broken down into 10 classifications, covering the three departments: watches, diamonds and jewelry, silver, clocks, and electrical appliances. Quotas are set in each department. To earn his full bonus a salesman must sell the minimum established volume for his territory in each classification. For example, the system does not permit him to earn his bonus by selling \$100,000 worth of watches and no silver, clocks or

appliances. He must do an over-all selling job for his territory, and quotas are worked out to help him.

Placing the full record before each salesman and seeing that he understands it completely, acquaints him with what is required of him. It stimulates a sense of responsibility—for his own territory and the success of the business as a whole. It prompts him to take the long view in the development of his territory and his customers. "In short," says Mr. Rowe, "we believe it tends to make businessmen out of our salesmen."

Policy Start in 1935

This policy was started in 1935. Every year since that time the business has shown profits in its operation. To put it more dramatically, climbing from a net worth best represented by a row of red zeros, after sharing generously in bonuses and paying substantial dividends, the company has a present net worth well in excess of half a million dollars.

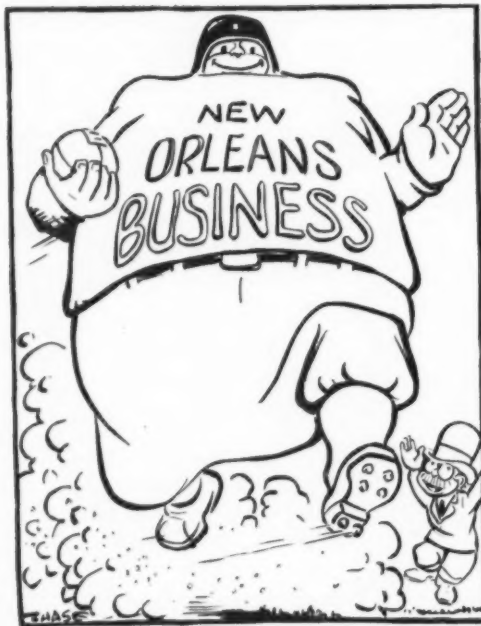
A little history will place this achievement in even sharper perspective. Around 1932 the financial status of A. I. Hall & Son was such that a creditors' committee was appointed. Mr. Rowe, who had joined the firm in 1913 as a clerk earning \$60 a month, working up to be sales manager by 1913, was offered the opportunity in 1933, by the creditors' committee, to pull the company out of its difficulties. Mr. Rowe took on this most ticklish selling job.

First, he worked out a well defined program which called for (a) reduction of expenditures to the point where it was possible to achieve sales sufficient to break even; (b) liquidation of inventory by reducing it to a workable figure; (c) collection of receivables so as to have accounts on a current basis.

His first task was to sell creditors on this program. The next step he took was to sell the sales organization on accomplishment of given territory quotas. Then he sold the sources of supply on the firm's ability to do a job under the program.

The open-book policy with the sales staff began to take shape during that period. It proved its value then and has continued to prove it as the years pass. "During the depression," Mr. Rowe points out, "our men could have gone to competitive concerns for more money, but the policy under which we were working from 1935 on so called out their sense of loyalty and a sincere desire to be fair that the organization was kept together. Today our sales department has practically no turnover."

Go **GEARED!** to tackle this fellow!



Here's how John Chase recently cartooned run-away New Orleans business for readers of the evening States! . . . The States and The Times-Picayune alone give you the geared-powerful, end-to-end coverage you need to tackle this big, port-oil- and construction-rich market.

Ask Jann & Kelley, Inc., today!

New Orleans

TIMES-PICAYUNE and STATES

GEARED TO SELL

THE NEW ORLEANS MARKET

TOTAL CIRCULATION
M. & E. . . . 270,636 Sunday . . . 281,710
3 Months Ending-March 31, '49
Milline Rates as Low as 1.88 M. & E.—1.95 Sunday



New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How to Sell Through Mail Order. By Irvin Graham. Published by McGraw-Hill Book Co. Price, \$4.00.

Want to improve your mail order techniques—or start a profitable mail order operation? This book should be your meat. It provides a step-by-step operational plan for setting up such an operation, with hints for avoiding the pitfalls inherent. There are interesting sidelights on how to tie in mail order advertising with business operation. Regulations of the Federal Trade Commission, the Food and Drug Administration, and the Post Office Department governing mail order advertising are also dealt with.

How To Sell to Latin America. By Abram A. Preciado. Published by Funk & Wagnalls Co. Price, \$4.00.

The author of this book on capturing a market south of the border is a graduate of Stanford University, and spent many years in Chile working in trade relations. He provides American business, via this study, with an understanding of the problems which it faces in exporting to Latin America, and ways and means for overcoming the problems. He's devoted large sections of his book to a review of foreign trade, its importance to our economy and the opportunities which exist in Latin America. There's also a market research report on each L. A. country.

National Transportation Policy. By Charles L. Dearing and Wilfred Owen. Published by The Brookings Institution. Price, \$4.00.

This study is built around the premise that a major overhauling of Congressional policy and a reorganization of federal agencies are essential to a sound development of air, highway and water transportation. The authors recently directed the Hoover Commission task force on transportation. They believe, on the basis of their findings, that the financial position of the majority of carriers is weak in spite of almost peak level of traffic. If the country should undergo financial set-backs the position of railroads, as regards modernization, and the health of the air industry would suffer badly. Today, federal transportation responsibility is too diffused and ineffectual, claim the authors.

Information Sources for Small businesses. By James C. Yocum and Marjorie Landaker. Published by Bureau of Business Research, College of Commerce and Administration, The Ohio State University. Price, 50c.

Here's a handbook intended to provide operators of businesses—particularly small ones—with a classified and annotated list of sources of information on problems encountered in establishing or operating a business. The handbook outlines what information is available and where to get it.

Dry Goods Wholesalers' Operations. By John R. Bromell. Published by United States Department of Commerce. Price, 45c.

Mr. Bromell is a member of the staff of the Marketing Division, Office of Domestic Commerce. His handbook is a detailed analysis of all phases of the dry goods wholesale business, shows how the more efficient dry goods wholesale firms operate. It also makes suggestions for improving operations to reduce costs at this level of distribution. The principles discussed and recommendations offered are so broad that the book should be helpful, not only to dry goods merchants, but to wholesalers in other fields.

How I Raised Myself from Failure to Success in Selling. By Frank Bettger. Published by Prentice Hall. Price, \$3.95.

Frank Bettger was an admitted—even self-admitted—failure as a life insurance salesman before he was 21. During the next few years he became one of the country's top producers. The gap between failure and success is closed by him in this book, a workmanlike study of a man who learned—and the methods he used—to convert himself from dead timber to live oak. The book is divided into two parts: Part I discusses the ideas which lifted the author out of the ranks of the failures; Part II deals with his personal formula for success in selling.

NEW PRONG BINDER

Full Length Piano Hinge
Standard Punching
Finger-Tip Trigger
Action Opens Prongs and Binder
Locks Open and Closed

Sheets Lie Flat
Prongs and Back Swing with Pages
No Wear—No Tear
Metal Angle Back—Strongest Known

for
**SALES MANUALS
PARTS BOOKS—PRICE BOOKS
—CATALOGS—INSTRUCTION, INSTALLATION AND SERVICE MANUALS, ETC.**

Split prongs swing out at finger-tip touch; contents lie flat for use—reduces sheet wear in daily use; another touch of trigger opens prongs for instant changing of sheets in ANY part of binder—EASY to keep contents completely up-to-date. Compact; holds full rated capacity—more pages in less space than with ring binder. Four capacities. 12 sizes in stock. Write for folder and prices.

Burkhardt

**LARNED AT SECOND
DETROIT 26, MICHIGAN**

Historical Tales Build 50,000 Name Mail List

To sell paper, Badger Paper Mills, Inc., Peshtigo, Wis., is selling railroading to the American public.

In planning a promotional campaign at a time when the sulphite writing paper business was in the doldrums, the Wisconsin company sought a theme which would center a spotlight on one large segment of industry and draw the interest of sizable paper users in general.

The company and its advertising agency decided on a series of folders, one on each of the country's major railroads. Each folder was to dramatize one incident in a railroad's history.

As each of the series is completed the folders are mailed to the paper company's regular customers, branch offices of the featured railroad, and prospective paper customers in cities served by the railroad.

One of the early results, E. A. Meyer, president of Badger Mills, points out, was a flood of requests

for additional copies of the folders. While the series started with a few thousand copies, the run on the mailings has increased until today the original print run is 50,000.

After each issue is printed there is a constant demand for extra folders. One railroad asked for 5,000 extra copies.

C. W. Hooper, vice-president and sales manager of Badger Mills, explains that the campaign was not planned with the sole idea of building up a larger volume of business from the railroads. "We felt," he says, "that the human interest stories would be a means of attracting the attention of buyers of paper (industrials, banks, insurance companies, etc.) to whom we want to get our story across."

"The fact," Mr. Hooper points out, "that railroads are also purchasers of paper is incidental. Of course, we expected it would build good-will among the various railroads

selected for this free advertising. Ultimately, that may result in some added business, although that would be just one of the by-products of the campaign."

Some Badger salesmen, however, found the campaign helped them to open avenues to immediate new sales volume. One salesman, for instance, noted that a railroad office using cheap paper to make quadruple copies had considerable paper wastage because fourth copies were blurred. He convinced the railroad it could save money by using better grades of paper.

Badger sales executives report that precise evaluation of the advertising campaign is difficult because it started earlier in the year when all consumers of paper were holding purchases down to an irreducible minimum in expectation of substantial price declines, which incidentally did not materialize. The advertising campaign gathered momentum about the time paper consumers and wholesalers decided to replenish stocks on a wider volume.

Business Volume Upped

"There has been an avalanche of business which is abnormal, to say the least," Mr. Hooper reports.

Railroad folders are printed on one side of a 22" x 30" sheet which folds down to a 7½" x 11". In each folder primary emphasis in space, headlines, illustrations and layout is given to the railroad. There is the little story taken from the railroad's history.

In the case of the Santa Fe, it is the story of how its men got and held an important mountain pass when the railroad was engaging in a race with another railroad during the construction period.

The Great Northern story is about a dog that met all trains at Fort Benton, Mont., watching for his master who left on a train to go to a hospital and failed to return.

There is space on the back of the folder for the sales message of Ta-Non-Ka, which Badger Paper Co. says translates roughly from Indian language into "something good to write on" in English. Thirty-nine large distributors of Badger paper, from Appleton, Wis., to Washington, D. C., are listed.

The campaign has had some unexpected results. A Badger salesman dropped in on a prospective customer in Fargo, N. D., whose first question was: "What about that dog out in Montana?" The issue was not whether the customer needed some water-marked bond, but whether the dog really existed or was something thought up by someone. He existed.



"Mr. Bradford will see you now!"

SHORT COPY sells in every season



Outdoor Adv.

"North to south—east to west—"Zerone"—"Zerex"* anti-freeze posters are timed *in each locality* to reach car owners when the freeze strikes. In giant size and full color, they deliver their reminder message to the prospect when he's on the road—in his car—near the point of sale."

* Reg. U.S. Pat. Off.

Don Hague

Advertising Manager
"Zerone"—"Zerex" Section
E. I. DU PONT DE NEMOURS & CO. (INC.)



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.
E. A. ECKERT ADVERTISING CO. • UTAH POSTER SERVICE • BORK POSTER SERVICE • C. E. STEVENS CO.
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVENUE, NEW YORK 22, NEW YORK



In Chicago's
\$229,000,000
home furnishings
market...



The SUN-TIMES moves more goods...
than any other daily paper!

Last year, Chicago retailers rang up over \$229,000,000 in furniture, home furnishings and radio sales (Sales Management estimate).

The first choice of Chicago's furniture, home furnishings and radio stores to attract Chicago's profitable young family trade, was and is the Daily SUN-TIMES—carrying more daily furniture, home furnishings and radio linage than the next two papers combined.

To reach Chicago's active family market, buy The Chicago SUN-TIMES.



Daily Retail Furniture, Home Furnishings and Radio Linage in Chicago Newspapers.

(Source, Media Records.)

	1949, 1st 6 months	1940, 12 months
SUN-TIMES	762,333 lines	1,426,341 lines
Tribune	403,672 lines	545,401 lines
Herald-American	331,199 lines	588,746 lines
Daily News	270,207 lines	545,055 lines

TOTAL CIRCULATION **635,346**

Average Net Paid Daily
(ABC Publisher's Statement, 3/31/49)

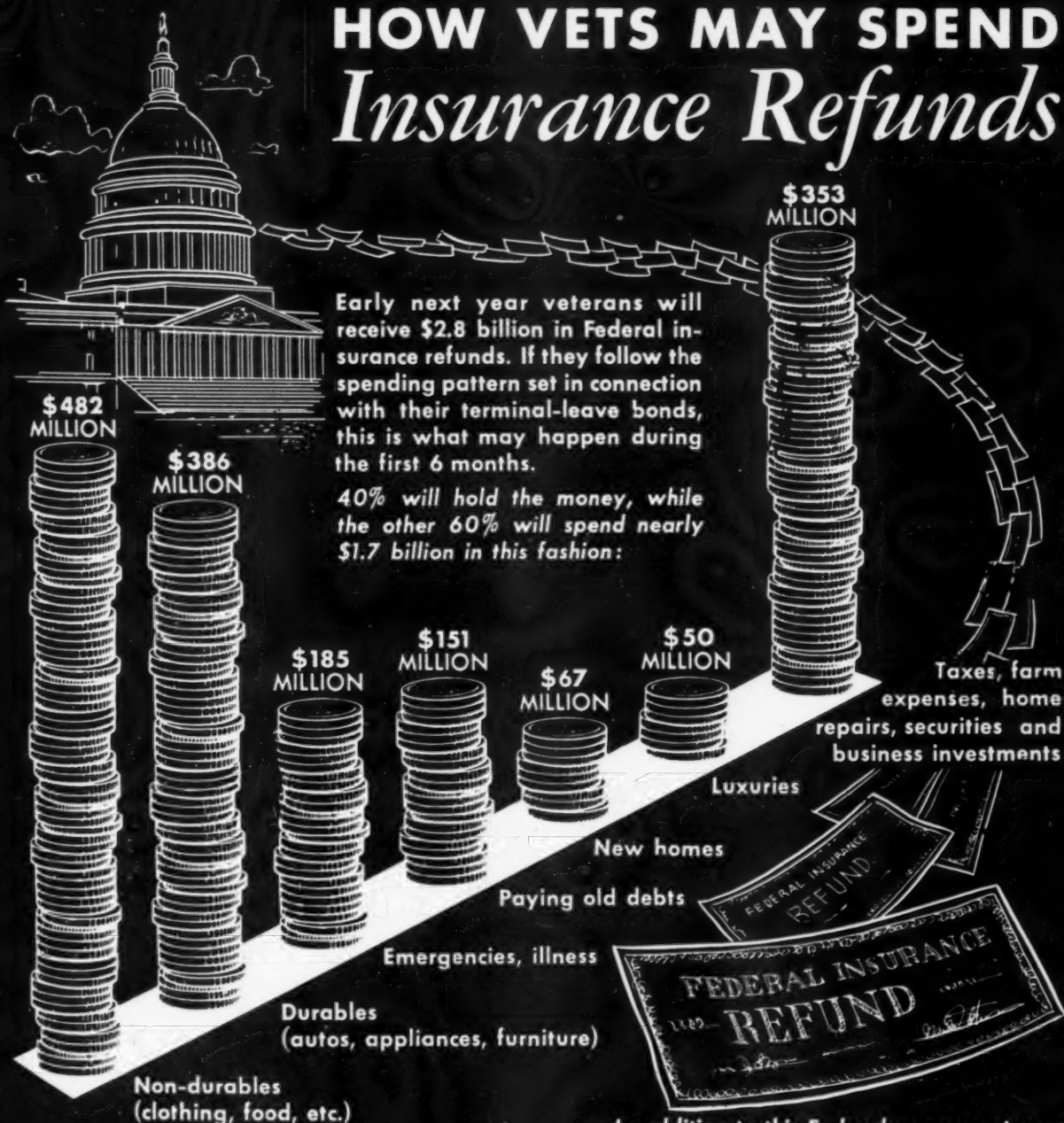
In Chicago...the **SUN TIMES** moves the goods!

CHICAGO
THE PICTURE NEWSPAPER

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

HOW VETS MAY SPEND *Insurance Refunds*



In addition to this Federal money, veterans are likely to receive in 1950 at least a billion dollars in bonus money from individual states. If the spending pattern changes materially, it is most likely to be toward a bigger slice for new homes.

Source: Analysis in *Business Week*, 10-14-49

PICTOGRAPH BY
Sales MANAGEMENT

11-20-49





I . . .



wonder . . .



who's . . .



reading . . .



that . . .



new . . .



copy . . .



of . . .



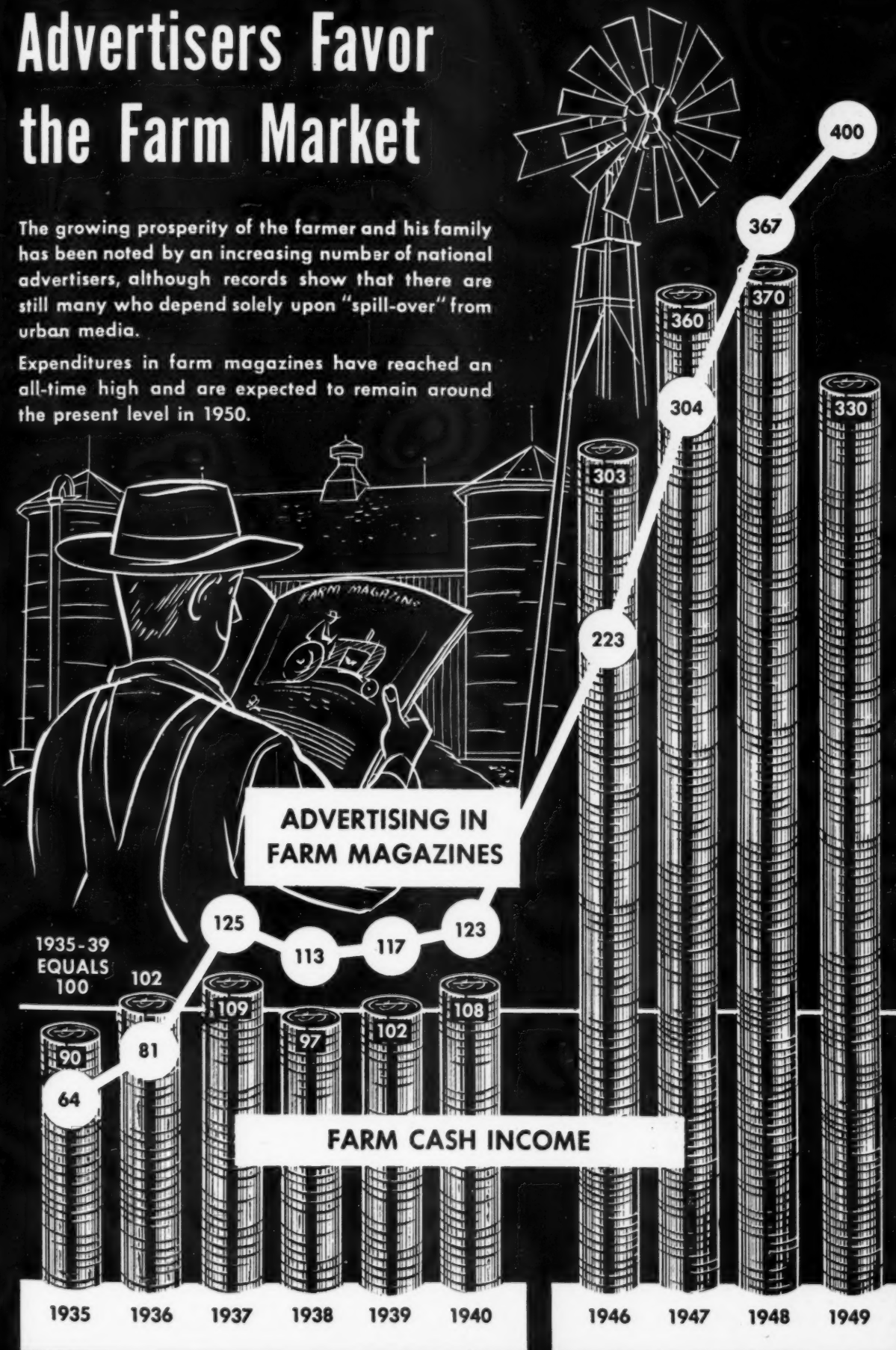
Holiday.

HOLIDAY . . . the most MASSive CLASS market in the world!

Advertisers Favor the Farm Market

The growing prosperity of the farmer and his family has been noted by an increasing number of national advertisers, although records show that there are still many who depend solely upon "spill-over" from urban media.

Expenditures in farm magazines have reached an all-time high and are expected to remain around the present level in 1950.



Sources: Louis Bean, U. S. Dept. of Agriculture, before A. A. A. Convention, October, 1949

PICTOGRAPH BY
Sales MANAGEMENT

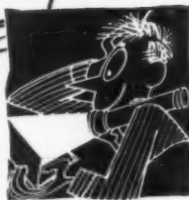
11-20-49





After-Hours Story No. 1

Copy that Clicks



After-Hours Story No. 2

Hit the Road



After-Hours Story No. 3

Put Your Whole First Team on the Field

This 48-page booklet shows you how to apply the fundamentals of effective business paper advertising. Case histories make it easy for you to see for yourself how you can put these fundamentals to work under a wide variety of conditions.

Partial List of Contents: When to go after inquiries and when not to... Long copy versus short... How to advertise when you "have nothing to sell"... What your dealers want to know.

Yes, if you want to give that business paper advertising of yours "the needle," you can't go wrong by Hitting the Road. Five minutes talk with a user of your product might easily give you more good copy ideas than five days of star gazing in your Ivory Tower

Who to see? How to do it? Where? How many calls? A.B.P.'s 52-page booklet, *Hit the Road*, contains the answers. Lots of meat...and a laugh on every page.

In this pamphlet a well-known general advertising agency exec sounds off about the false economy of giving business paper advertising the Cinderella treatment.

This agency man points out that business paper advertising deserves the very best in planning and creative talent...and shows how advertisers gain when they make it possible for their agencies to give business paper advertising "the works." Good medicine for agency execs, ad managers and top management.



After-Hours Story No. 7

How General Electric Uses Business Papers



After-Hours Story No. 8

Intensive Advertising



After-Hours Story No. 9

How I Hamstrung My Advertising Agency

Is there any question in your mind...or in your top-management's mind...as to the importance of using business papers? Here's a company that uses 450 different business papers...and knows exactly why!

In this pamphlet one of G.E.'s top advertising and sales promotion execs tells "why" and he cites some interesting examples of "how communication and persuasion (by means of business papers) can increase the productivity of a sales staff."

Who first defined advertising as "Salesmanship in Print"? None other than John E. Kennedy, one of the most famous names in advertising.

Quite some years ago, a group of business paper publishers paid Kennedy \$25,000 to tell them how advertisers and agencies could get a greater return on money invested in business papers. Part of Kennedy's report was a book entitled "Intensive Advertising." You'll get a lot out of the excerpts from this book in Pamphlet No. 8.

An ex-advertising manager wrote this story. It's his "true confessions" about the raw deal he gave his advertising agency. It tells about his agency philosophy of "Get 'em young, treat 'em rough and tell 'em nothin'" Then this ex-ad manager describes how he eventually "saw the light," righted the wrong, and got immediate results.

It will pay every ad manager and agency exec to read this interesting and significant case history of an advertiser-agency relationship.

reading for busy ad men

...to help you get primed now for a more effective advertising job in 1950

If you're a wide-awake ad manager or agency exec you're not consulting crystal balls or Indian soothsayers to get a line on 1950's advertising job. You know that the post-war honeymoon is over... that we're all heading for one of the roughest, toughest advertising and selling free-for-alls on record.

That's why we are sure you are hungry for helpful ideas and information... why you'll welcome the timely booklets and pamphlets described below. Every single one of them is designed to help you do more resultful advertising in business publications... get rid of the handicaps which often stand in the way.

We're not implying, pictorially, that you must "burn the midnight oil" to do this reading. But we are suggesting that you are likely to *enjoy* doing so. The coupon below is for your convenience.



After-Hours Story No. 4

A Page of Advertising is a Page of Advertising

Would you like to know how one of America's smartest and best-known advertising directors (a very large user of general consumer media and business papers) gets the most out of his business paper advertising?

Let this successful ad exec, who minces no words, tell you in his own straight-from-the-shoulder way. Send for Pamphlet No. 4. It gets down to hard-pan... it's factual... it makes sense.



After-Hours Story No. 5

How Much Does No Advertising Cost?

The Big Boss barks, "Cut out the advertising!" So what? What do you say?

Let's hope you won't find yourself on this hot-spot. But it's always well to be prepared. So get primed with the convincing facts and reasoning presented in Pamphlet No. 5. They'll give you courage to beard the lion in his den! (Incidentally, how about requesting an extra copy of No. 5... for the exclusive use of His Majesty... just in case?)



After-Hours Story No. 6

Ten Ways to Measure Advertising Effectiveness

In the absence of traceable inquiries, advertisers and agencies are often stumped in their efforts to prove or measure advertising effectiveness.

Here's a pamphlet that describes 10 ways to measure advertising performance. It doesn't pretend to be an advertising "slide rule"... but it has helped a lot of copywriters, agency execs and ad managers to come up with the evidence of advertising results that top management often demands.



After-Hours Story No. 10

Mr. President: Meet Your Advertising Manager

Some advertising managers say that their presidents wouldn't know them if they saw them in a show window. Well, here's an introduction of Mr. Ad Manager to Mr. President which should make them buddies.

It tells about what kind of a chap the ad manager is, what he knows and does, what he needs in order to do a good job, how to get the most out of him, why he should be regarded as one of the most important members of the team.



THE ASSOCIATED BUSINESS PUBLICATIONS

205 East 42nd Street, New York 17, N. Y.



An association of independently owned ABC paid circulation business publications entered under second class postage. The ABC verifies to the advertiser that the publisher delivers a specified number of issues, for a specific length of time, for a specified amount of money. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

Gentlemen: Please send me, free of charge, the following booklets or pamphlets:

☐ No. 1 ☐ No. 2 ☐ No. 3 ☐ No. 4 ☐ No. 5
☐ No. 6 ☐ No. 7 ☐ No. 8 ☐ No. 9 ☐ No. 10

NAME:..... TITLE:.....

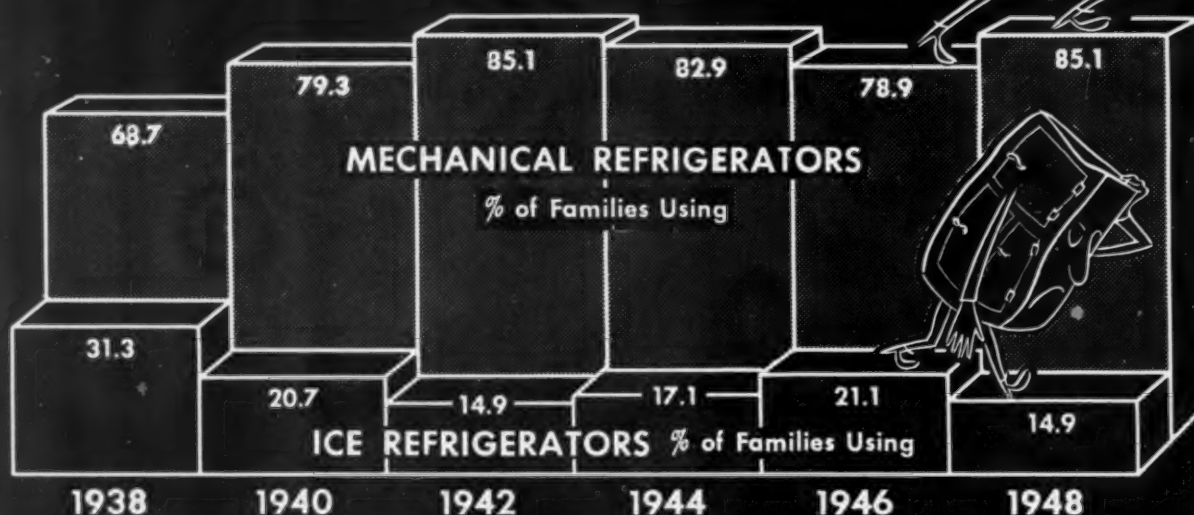
COMPANY:.....

STREET:.....

CITY:..... STATE:.....

coming AND going

Studies going back to 1938 made among readers of a group of screen and romance magazines show the decline in use of ice refrigerators and the upsurge of the mechanical type.



The war years reversed the trend, but only momentarily. G-E and Frigidaire were tied for leadership among these magazine readers in 1948.

Source: Dell Modern Group, 11th Survey of Homemaking

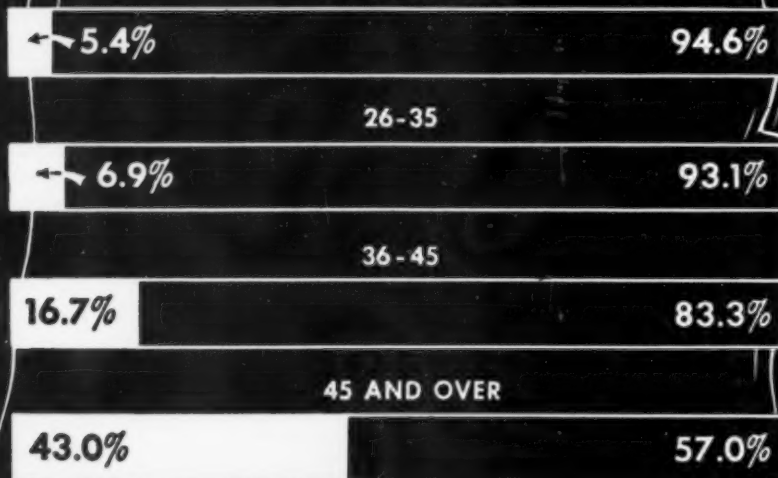
UNDRESSING THE AMERICAN MALE

Take off his outer clothing this winter and this is what you will find next to the skin of the American middle class male.

ONE-PIECE UNION SUIT

SEPARATE SHIRT AND SHORTS

UNDER 26 YEARS



Source: "Men's Wear", a survey of the Collier's market

PICTOGRAPH BY
Sales MANAGEMENT

11-20-49

John Collins

Named
**OUTSTANDING FARM EDITOR
OF THE YEAR**

**BY AMERICAN ASSOCIATION
OF
AGRICULTURE COLLEGE EDITORS**



John Collins, Vice-President of the American Royal, shown with 1949 Grand Champion Shorthorn Bull—Killlearn Max Juggler.

Who is Collins?

He is editor of The Weekly Kansas City Star. Collins has been an agricultural writer for the past twenty-nine years—and farmers know he knows his subjects.

The Weekly Star is the farm paper whose editorial content is so useful and profitable to Mid-West agriculture that more Kansas and Missouri farmers believe in and read it than they do any other farm paper.

Of course, The Weekly Star has all the statistical firsts such as: First in farm circulation; First in total advertising; First in dealer acceptance; Lowest milline rate; Does the most resultful job for advertisers.

But, we place a higher value on official recognition of The Weekly Star's editorial excellence and meritorious service to agriculture.

Because of publication speed and frequency of issue, The Weekly Star consistently scoops all other farm papers on all technical agricultural stories and farm events. The Weekly Star's editors produce the most useful, most topical farm paper in the United States—and we're proud of it.

The Weekly Kansas City Star.

**Largest Farm Weekly in America
Over 440,000 Paid-in-Advance Circulation**

Kansas City
1729 Grand
Harrison 1200

Chicago
202 S. State St.
WEbster 9-0532

New York
15 E. 40th St.
LExington 2-4588

WHAT'S THE SCORE ON

RADIO vs. TV?

39 million families now own 62 million home radios in working order, plus 10 million automobile radios, and our people have access to 5 million radios in public places. How rapidly will these families become TV viewers?

ESTIMATE FOR 1950



THE GROWTH OF TV AS A MEDIUM



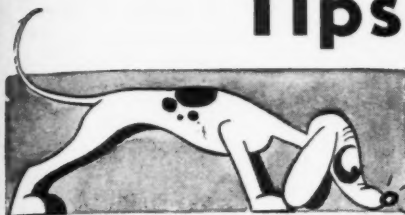
Source: Addresses by experts before convention of Association of National Advertisers, New York, October, 1949

PICTOGRAPH BY
Sales MANAGEMENT

11-20-49



Tips



New-Day Sales Manager: What is his job? Burton Bigelow, president, Burton Bigelow Organization, tells you in an article, "The Modern Sales Manager's Job," reprinted from *Personnel*, published by American Management Association. These important subjects are covered: Sales Training, Sales Tools, Field Research, Sales Laboratory, Sales Analysis, Stimulation, Field Supervision, Advertising and Sales Promotion. Copies available from Burton Bigelow Organization, 274 Madison Ave., New York 16, N. Y.

Your Company Reputation: How good is it? Practical help in planning a community relations program is provided in a report based on a survey of the community relations programs of 85 companies that are known to be on excellent terms with other citizens of their communities. The report is published by the Policyholders Service Bureau of the Metropolitan Life Insurance Co. Send requests to the Bureau, 1 Madison Ave., New York 10, N. Y.

Subway Advertising: The Politz Study of New York Subway Advertising Coverage gives advertisers a detailed picture of their subway audiences. Published by the New York Subway Advertising Co., Inc., it's a report of a survey based on the investigation of riding habits: characteristics and degree of subway patronage of people living in New York City and surrounding suburbs. Write New York Subways Advertising Co., Inc., 630 Fifth Ave., New York 20, N. Y.

A Formula for Good Human Relations and Sales Training: Particularly good for small business, it has been tested by Adam G. Dunn, president, Cook & Dunn Paint Corp. As a business grows, how does the owner multiply himself? How does he delegate responsibilities? How does he gear up to maintain the human touch? The answers to these and many other questions are given in Mr. Dunn's report. Write to him, Cook & Dunn Bldg., Newark 1, N. J.

LAUNCH *your product in* this ACTIVE MARKET

The largest oil barge built for navigation on the Barge Canal was launched this fall at the John E. Matton & Son, Inc., shipyards in the TROY MARKET . . . BUT this busy market builds more than barges . . . its 142 diversified industries turn out a steady stream of brushes, valves,

hydrants, paper products, sportswear, surveying instruments, shirts, farm and garden instruments, auto springs and hundreds of other products that make it one of New York State's OUTSTANDING MARKETS.

HERE IS A RICH MARKET IN WHICH TO LAUNCH AND CONTINUE TO MARKET YOUR PRODUCT . . . YOU COVER IT COMPLETELY AT ONE LOW COST OF 16c PER LINE



THE RECORD NEWSPAPERS

• THE TROY RECORD •
• THE TIMES RECORD •
TROY, N. Y.



Carter's Ink Re-packages To Mate Products with Markets

Based on an interview by Bernard G. Priestley with
G. L. PIPPETTE • Advertising Manager, The Carter's Ink Co.

Women are the largest users of carbon and typewriter ribbons. Package designs of several hundred items of special appeal to secretaries are increasing sales, establishing brand preference.

The Carter's Ink Co., Boston, struck out less than two years ago to radically change designs of containers and packages for its several hundred items. At the same time, it began to completely revamp sales promotional material and dealer helps.

Both moves were planned to give the company an edge in its field in the post-war competitive race. Today, sales of the majority of the re-packaged products of this 90-year-old company have increased substantially.

Before Carter re-designed its packages, a typewriter ribbon box was, generally speaking, just a typewriter ribbon box bearing plain printing. It had no particular features to distinguish it from other typewriter ribbon boxes. Likewise, carbon papers, although offered in various grades, were similar to any other carbon papers. An ink bottle was quite ordi-

nary in design, and a stamp pad had conventional lines and no significant features. There certainly was nothing glamorous about any of these products and many others in the field. Yet, girls and women are the largest users.

Carter's came out first with a new design for its typewriter ribbon and carbon paper boxes. To mark the company's 50 years as a major national advertiser, these were termed "The Golden Jubilee line of carbon papers and typewriter ribbons."

FITS ANY WINDOW: (Above)

Carter's window and counter cards come in various shapes and dimensions so that one or all of the 300 related items can be most effectively displayed right at the point-of-sale.

Higher grades of ribbons were packaged in round metal boxes bearing full-color lithographed floral designs. Not even the trade name of the product, let alone that of the company, appeared on the top or side of the box. Of the two highest price ribbons, one was put into a high luster aluminum box, the other into a polished brass box. Even the lowest price ribbon boxes had striking arrangements of lettering and colors.

The purpose of the new design was primarily to appeal to girls—to supply typewriter ribbons in containers which they could re-use as trinket boxes. It worked out that way. Secretaries and stenographers have appealed to purchasing agents to buy ribbons in such variety that complete sets of these attractive boxes can be acquired. Floral designs are particularly popular.

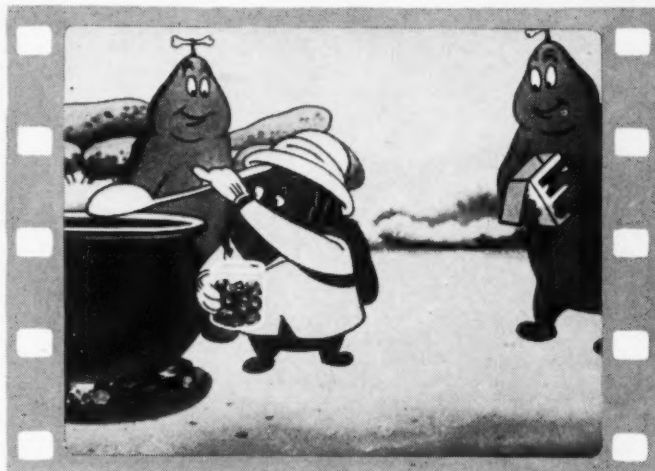
Sunsweet Sells Prunes With Spot Movie Ads in Theatres

Agency: Long Advertising Service

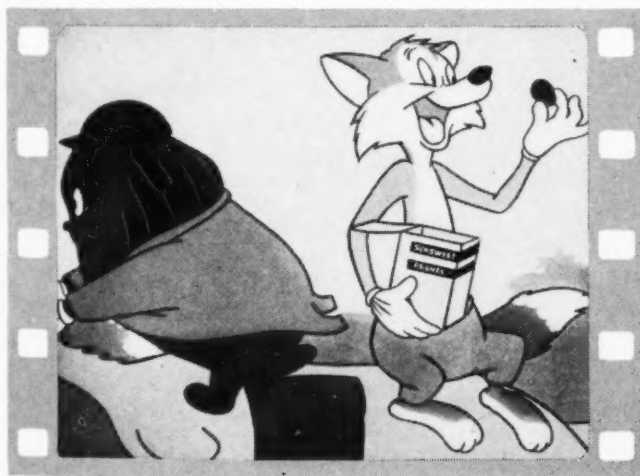
Producer: All-Scope Pictures, Inc



NEW STAR who sells as he amuses is now appearing on the screens of leading movie theatres from coast to coast. He's "Sunny Sweet," star of the Technicolor Cartoons used by California Prune and Apricot Growers Association to sell Sunsweet 'Tenderized' Prunes to the housewives of America.



SUNSWEET CARTOONS are like the regular Hollywood cartoon shorts. They're a part of the regular program. That means virtually undivided attention of the movie audience. On these relaxed, receptive prospects, Spot Movie Ads do a three-way selling job — by sight, by sound, by action.



EVERY MOVIE TECHNIQUE can be used in Spot Movie ads to dramatize, punch home your selling message. You can use color cartoons, color photography, or black and white cartoons or photography. You can have special effects, dramatized or animated displays.



SPOT MOVIE ADS can be spotted in selected theatres in selected markets or used coast to coast in over 13,000 theatres. They can feature your local distributors or dealers. And Movie Advertising Bureau Members can handle all details for you.

ATTENTION SALES EXECUTIVES! Get all the facts about Spot Movie Advertising. Call or write for your free copy of *The Story of the \$100,000 Continuing Study of Theatres for Movie Advertising.*



NATIONAL OFFICES

NEW YORK 70 E. 45th St. Phone: MUrray Hill 6-3717	CHICAGO 333 N. Michigan Ave. Phone: ANdover 3-3022	NEW ORLEANS 1032 Carondelet St. Phone: Magnolia 4545
KANSAS CITY 2449 Charlotte St. Phone: Harrison 5840	CLEVELAND 460 Leader Bldg. Phone: Main 9333	SAN FRANCISCO 870 Market St. Phone: YUkon 6-6164

MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.



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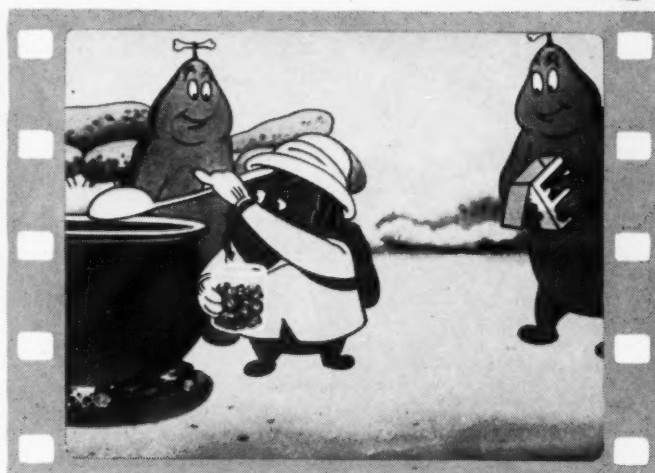
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Agency: Long Advertising Service

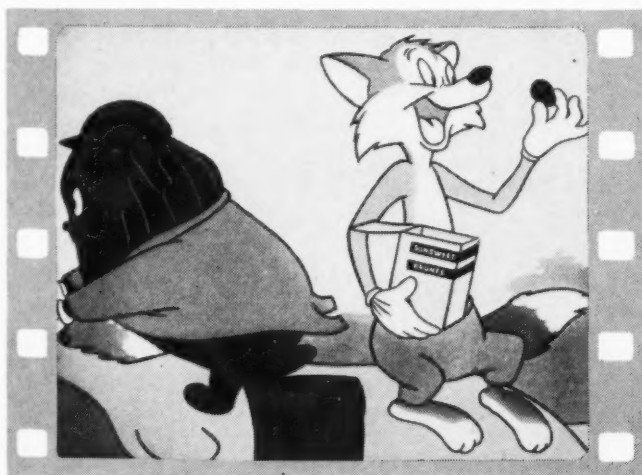
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MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.



NO LOST IDENTIFICATION: Out of the conventional box, carbon paper is carbon paper. But the same design on the Carter's carton appears on the paper itself. Secretaries now have distinctive patterns to remind themselves of the brand name when they re-order carbon paper.

Re-designing the carbon paper line was more spectacular. For Carter's 50th Anniversary as a major national advertiser, a deluxe box was introduced. It contained 100 sheets of super-quality carbon paper and 250 sheets of high grade manifold paper for a price double that for the previous highest grades. The box has a gold-embossed cover design symbolizing an arrow and oak-leaf wreath. The new carbon paper is called "Golden Arrow."

The deluxe package was not produced in the hope that it would upset the nominal price range prevailing in the carbon paper field. In fact, the paper was not intended for regular use. It was made for private office or very special jobs. Primarily, it was intended that the salesmen use it as a golden anniversary package to indicate the company's top achievement in carbon paper perfection, or as a suggestion of the high quality of Carter products in general, or to ease the way to show other carbon papers in the new line, particularly to new prospects.

Carter's artistic appeal does not stop with just boxes. It is carried to the back of each sheet of carbon paper to give additional appeal to the user. For example, the backs of Silver Craft carbon papers picture an all-over design similar to the one on the box, etc.

CATCH A SECRETARY'S FANCY: Carter's high style typewriter ribbon boxes were re-designed to appeal to their largest users—women. Carter's top quality ribbons (lower right) are packed in high lustre aluminum and in polished brass boxes. Others have full color lithographed designs.

Among other Carter packaging achievements is the Jewel Case, a mahogany colored box with a gold-embossed oak-leaf wreath. It contains five cube-shape ink bottles having as many different colors of ink to harmonize or contrast with the delicate shades of tinted or bordered correspondence paper now so popular. Bottle labels are gold-embossed with the same design used on the case. Background colors match those of the

inks. Even the names of the colors have special feminine appeal: Swiss Lapis, Regal Amethyst, Black Onyx, Russet Coral, Chinese Jade.

Another new creation is Carter's Noiseless Stamp Pad. Unlike the former customary pad, it has rounded corners and is guaranteed to give 100,000 impressions. While the cover frequently jammed on the old square-cornered pad boxes, this one springs open with the flick of a finger.

A clothes-marking set made up especially for service men and women during the war, has been revamped and modernized to gain the peacetime attention of these same people and others. It has an attractive slip cover box, a bottle of indelible pen-marking ink, a special marking pen and holder, and a unique wood stretcher.

Mucilage bottles have been re-designed with concentric rings around their necks to make it easy to grasp them more firmly. These and other adhesive bottles are provided with patented rubber tops which serve as instant-working applicators and yet double-seal the contents. Plastic spouts to facilitate pouring are pro-



Advertising forms for Flair's

first issue

close December 1

on the stands

late in

January 1950

flair

Flair is the new Cowles monthly magazine by the publishers of Look and Quick. *Flair* offers to makers of the best products a single market of the best people, united in an aristocracy of taste, conditioned and qualified for the best of everything. For complete advertising information, address *Flair*

In New York...

488 Madison Avenue, Murray Hill 2-8730

In Chicago...

333 N. Michigan Avenue, Central 6-8127

In San Francisco...

R. Chaffee, 3010 Russ Bldg., Yukon 2-3541

In Los Angeles...

R. Chaffee, 707 S. Broadway, Vandike 6448

In Paris...

7 Place Vendome, Opera 57-94

The **best** things...the **first** things...the **smart** things...in a **single** magazine

vided on large bottles of ink. Labels on all Carter consumer packages have been designed to give them a pleasing appearance for home-desk use.

At the annual convention of the National Stationers Association, more than 2,000 brochures describing the new lines were distributed. For follow-up, 20,000 were mailed to dealers all over the country. Four-page, full-color inserts, largely duplicating the brochures, were inserted in six stationery business publications.

As a door opener, Carter's salesmen showed the de luxe Golden Arrow box of carbon papers. As planned, they did not try to push sales of the package for ordinary use. Their approach was more along these lines: "This is the finest carbon paper we can make. Take a box of it. Give it as a present to the secretary of one of your good customers for getting out an ultra-special job."

Far more requests for this box were received than had been anticipated. Dealers wanted it for their salesmen to use as part of their customer presentation of the new Carter's products or as special gifts to top secretaries to bring the company's name before women who use carbon paper. The deluxe package also helped to focus attention on Carter quality, one of the purposes of its creation.

Special Sample Cases

Carter's salesmen had special sample cases. These were arranged so that all the colorful boxes could be shown at once, or so that any given one could be pulled out separately.

"Designs on the backs of the carbon papers appeal strongly to users" reports G. L. Pippette, Carter's advertising manager. "In many cases a secretary is likely to say, 'I want carbon paper with the stars on it,' meaning 'Midnight'."

A window display plan which provides dealers with attractive pieces for a display of Carter's products in almost any size window space is proving to be an effective sales aid. The company supplies the dealer with any number of different Carter "product cards," up to 20. These herald major Carter lines. They are of universal size and are used as backgrounds to display particular items each one proclaims. If the window space is shallow, the dealer can put in a row of these cards with the products in the foreground. If the space is deep, he can put two or three tiers of the cards and the products into the display.

A colorful backdrop is also supplied. This is in two sections, each

having three panels. It can be spread out or drawn in closely to fit the space. There is also a large cut-out of a young woman carrying a number

of bundles. She is smiling and says: "For my money it's (name of dealer to be painted in). They've got everything . . . and that means CARTER's."

Prospects for Products Advertised to Farmers

They're bright says Louis H. Bean of the U. S. Department of Agriculture because farm purchasing power, which determines total advertising expenditures, continues remarkably stable despite the noticeable drop in agricultural prices and industry production.

"The outlook for expenditures for rural advertising is somewhat better than the outlook for farm cash income." That's the prediction made by Louis H. Bean, office of the secretary, U. S. Department of Agriculture.

"This is because current expenditures for advertising depend not only on the current year's farm income situation, but also on the previous year's income as well," Mr. Bean told the American Association of Advertising Agencies in New York on Oct. 5.

"So far this year, expenditures for rural advertising have averaged higher because the lingering support of the higher farm income of 1948 has served to offset the effect of this year's lower income. Consequently, if we were to have a further decline in farm cash income of, say, 6 to 8 percent, the decline in rural advertising might not normally exceed 3 to 4 percent. These conclusions are based on the prewar and postwar record of farm cash income and advertising.

"The general level of purchasing power which determines the total of advertising expenditures, both farm and non-farm, has been remarkably stable during the past year in spite of the noticeable decline in prices (chiefly agricultural) and in industrial production.

"The total value of all goods and services which reached a peak of 270 billion dollars (annual rate) in the last quarter of 1948 has currently been stabilized at about 256 billion dollars. The 14 billion dollar decline, amounting to about 5 percent, is almost wholly accounted for by two items, a reduction in the additions to inventories, and in consumer expenditures for non-durable goods—the latter reflecting chiefly the lower level of prices. Purchases by Government are somewhat higher.

"Responding to this rise in national

income to a peak by the end of 1948, the total of advertising expenditures in 1948 rose to three times the amount in 1939. The moderate decline in national income since the last quarter of 1949 has checked this advance and has kept advertising expenditures so far this year at about the 1948 level.

"In the face of domestic tensions exemplified by the current steel and coal strikes and international developments exemplified by the effects of devaluation and the repercussions of the development of atomic energy in Russia, it would be unusually foolhardy to indicate a specific forecast of business conditions and advertising for 1950. These considerations aside, the total of advertising expenditures could be expected to remain fairly well stabilized at the 1949 level if we could assume that the national income will not recede further from its recently stabilized level.

The Trend in 1950

"Such an assumption depends on two central trends, the course of prices affecting farm income and the course of business expenditures for new plant and equipment. Agricultural prices generally are expected to remain relatively stable, the 1920-type of postwar adjustment fortunately being ruled out by the price support programs. Business expenditures for plant and equipment, however, have been reported recently as showing a noticeable decline from the comparable figures of last year. Much will depend on the trend in this business item. With 1950 business expenditures for new plant and equipment and also farm income stabilized at about 90 percent of 1949 expenditures, the resulting or accompanying national income would tend to sustain advertising expenditures close to 1948-49 level."

From Engravings



To Encyclopedias



**OXFORD
PAPERS**
HELP BUILD SALES

WHETHER YOUR profits depend on the production of engravings, the sale of encyclopedias or any other product, Oxford Papers can be a practical help in your business. For Oxford papers have a fifty year reputation for assuring a better, more profitable printing job for brochures, reference works, labels, house organs and direct mail.

During the last half century we've specialized in developing papers to meet the increasingly varied needs of letterpress, offset, lithographic and rotogravure printing. The result is a range of coated and uncoated grades which assures the right choice of paper to make virtually any printing more effective.



OXFORD PAPER COMPANY

230 Park Avenue, New York 17, N. Y.

Your Oxford Paper Merchant Is a Good Man to Know

Your Oxford Paper Merchant brings the full scope of Oxford service literally to your doorstep. He knows paper, printing problems, and has the practical knack of helping you make the most of your paper purchases. Get in touch with him today for a copy of the useful new *Oxford Paper Selector Chart*—or write direct to us.

OXFORD MIAMI PAPER COMPANY

35 East Wacker Drive, Chicago 1, Ill.

MILLS AT RUMFORD, MAINE AND WEST CARROLLTON, OHIO

Nation-wide Service Through Oxford Paper Merchants

Albany, N. Y.	W. H. Smith Paper Corp.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	Bond-Sanders Paper Co.
Chicago, Ill.	Birmingham & Prosser Co. Bradner, Smith & Co. The Whitaker Paper Co.
Cincinnati, Ohio	The Johnston Paper Co. The Whitaker Paper Co.
Cleveland, Ohio	The Cleveland Paper Co.
Columbus, Ohio	Scioto Paper Co.
Dayton, Ohio	Cincinnati Cordage Co. The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Knoxville, Tenn.	Louisville Paper Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co. Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc. Bulkley, Dunton & Co., Inc. Green & Low Paper Co., Inc. Miller & Wright Paper Co. The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co. Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Shaughnessy-Kniep-Hawe Paper Co. Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc. (Div. of Carter, Rice & Co. Corp.) Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	C. A. Esty Paper Co. (Div. of Carter, Rice & Co. Corp.)

Designing to Sell



2.



3.



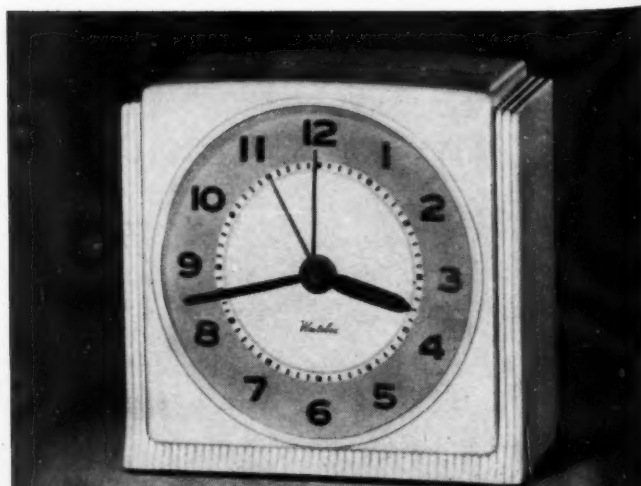
1.

1. **GIFT PACKAGE:** Yuletide box has an unusual "Mail Box" motif. The design includes a snow-capped lid topped with a sprig of holly. An amusing "collector's schedule" card adorns the front. The carton contains two fifths of Glenmore's "Aristocrat of Bonds."

2. **COMPACT TELEVISION RECEIVER:** While it requires little floor space it is equipped with a 90 square inch screen and provides all 12-channel reception. It is equipped with a powerful built-in antenna. It is one of the new models in line of Sylvania Electric Products, Inc.

3. **MINIATURE INSTRUMENT:** RCA Victor's newest radio-phonograph is one of the smallest, lowest-priced ever developed. It offers the 45-rpm reproduction system, record storage space, and quality standard band radio.

4. **WESTCLOX ELECTRIC ALARM CLOCK:** Called the "Bantam", it is attractively designed in ivory finish moulded plastic and is only 3½ inches high. Unusual legibility is achieved through brown numerals and hands on a two-tone dial. The sweep hand is in gold color.



4.

The World's Biggest ADDRESS BOOK

available to you now . .

almost
35 million
families that you
can reach by mail
for sampling
or couponing



Yes, almost 35,000,000 addresses—all the prospects you'll ever want! Virtually 90% of the nation's families are covered in this list that cost over \$1,000,000 to compile. All or any part of it is available to you for mailing samples or coupons at a fraction of the compilation cost.

You can select any city in the country or all of them. You can select an entire city or any part of it. Whatever locality you want, you can get!

No other national list is as complete or up to date as this one . . . and it is continually being augmented, checked, and corrected. Best of all,

material addressed to this list has proved to be over 98% deliverable—a new high for mailing list accuracy.

So if mail sampling or couponing fits into your promotion and merchandising plans—or is worth testing to find out—get in touch with your nearest Donnelley office. Mailing coverage and prices for any city in the nation are yours for the asking.

In addition to addressing to any area you wish, we are fully equipped to handle all mailing and assembly operations and can meet any release date you specify.

THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.
CHICAGO 16, ILL.

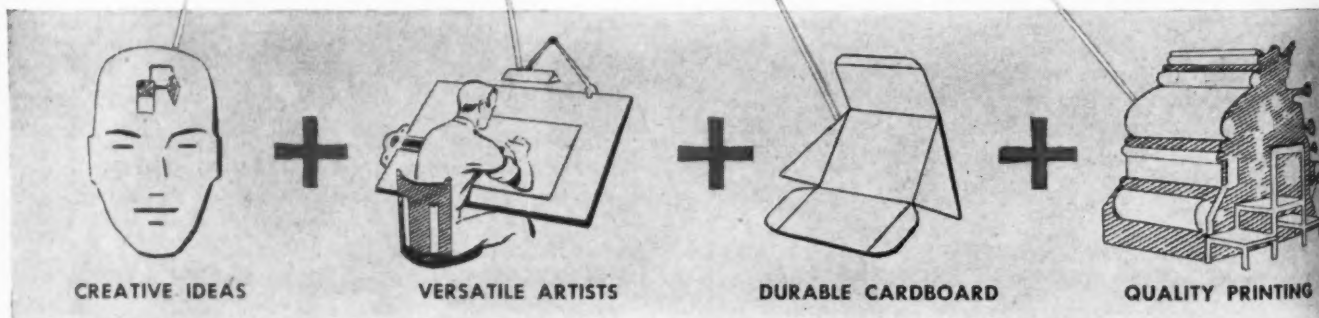
305 E. 45th ST.
NEW YORK 17, N.Y.

727 VENICE BLVD.
LOS ANGELES 15, CALIF.



ONE CALL for ALL

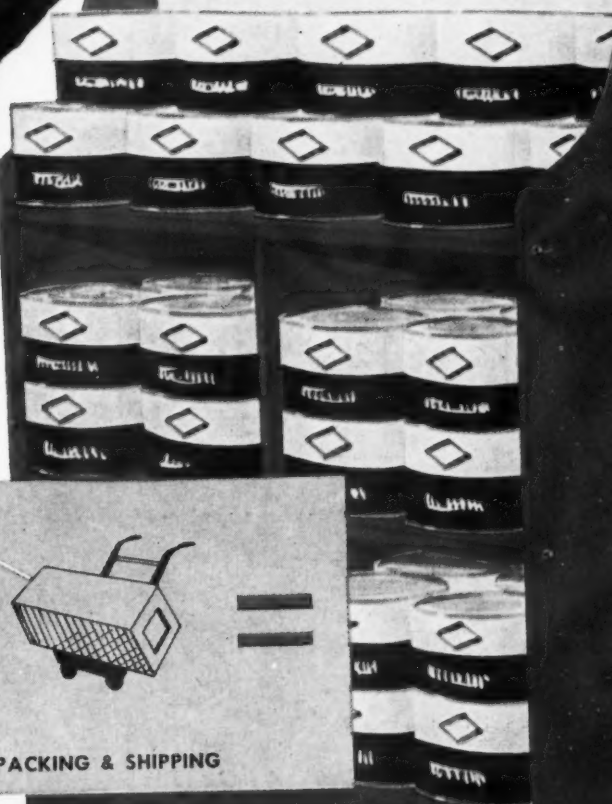
River Raisin is equipped to supply all of your display requirements. A new and different service . . . as convenient as your telephone. Our Creative Staff supplies the basic idea . . . our Production Experts produce the finished display in our fully equipped Monroe, Michigan plant. You can expect economies because River Raisin is one of the country's largest manufacturers of corrugated and fibre board. The next time you want dimensional displays that produce immediate action call for our *ONE CALL FOR ALL* service.



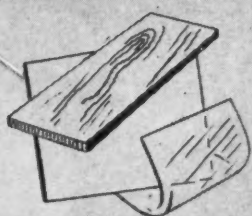
RIVER RAISIN PAPER CO.
DISPLAY DIVISION • MONROE, MICH.
 CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS • PACKING
 MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA



Serve
TGOEEEE



+



+



=

METAL, PLASTICS & WOOD

PACKING & SHIPPING



INTING

CO.
MICH.
• PACKING
ATE OF SODA

EMENT

NOVEMBER 20, 1949

80c

The year that got away—



LONG AGO, he'd planned the year, the day, the hour of his retirement.

But now, a year beyond that date, his desk is still open . . . the weekday trout still in the brook.

What happened? Unexpected expenses . . . Nickie starting college . . . the last of Mom's hospital bills. He never really figured it out. But the happy day he planned was no longer in sight.

A lot of years are getting away from a lot of people . . . because they don't have a plan which helps them save money *regularly*. But there *are* people—millions in the country—who are making the most of the years, by investment in United States Savings Bonds.

It's an easy, automatic way of insuring a financial future, thanks to two simple, *automatic* plans:

1. The Payroll Savings Plan, at the firm where you are employed. You get a bond just as often as you like.

2. If not on a payroll, you can get a bond every month, through the Bond-A-Month Plan at your bank.

Don't let another year—another moment—escape *you*. Sign up today.

*Automatic saving is sure saving—
U.S. Savings Bonds.*

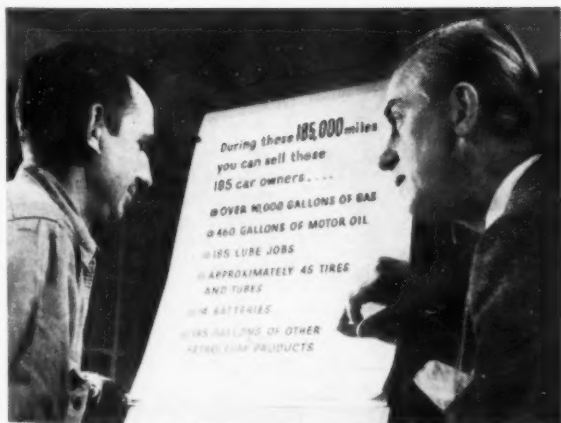


Contributed by this magazine in co-operation with the Magazine Publishers of America as a public service.

THE SERVICE STATION (right) pictured throughout the film, represents a common denominator gas station operation familiar to all dealers in all countries. The Caltex salesman's role (below) is to explain to dealers how plus sales can be made with American know-how.



Film Licks Dealer Training For Caltex Oil in 44 Countries



BY A. B. ECKE

Without careful planning, the dealer training program of the California Texas Oil Co. would resemble discord from the Tower of Babel. Plan is built around a movie showing the American service station ideal of service with selling.

California Texas Oil Company, Limited, owned jointly by The Texas Company and Standard Oil Company of California, is using a motion picture film to help solve one of its important problems—the effective retailing of motor gasoline and other petroleum motor products in Europe, Africa, Asia, and Australasia.

A comprehensive plan of sales training has been under development for several years. The educational and procedural printed material has

been sent to overseas marketing subsidiaries for their selection and modification to local requirements. Specially qualified sales training superintendents had been brought to the States from the countries of the several continents for refresher work so as to be fully equipped to train the sales staffs of their own territories in the basic psychology of the sales presentation used by Caltex.

The subjects of product knowledge and basic operating principles were handled in printed material and, here

again, the local management reworked the material to the thought and practice of a particular country. However, Caltex felt that the excellent "know-how" program needed a smooth riding vehicle to reach its dealers and salesmen. A film was designed for the purpose of making the overseas sales organizations receptive to the general sales training and development program.

The budget for the motion picture part of the program was set for \$25,000, and practically all was put

into an inspirational film titled "Follow Your Star," produced by Transfilm, Inc.

Caltex overseas service stations are generally operated on a dealer basis. The big question: How to upgrade dealers to gain the maximum out of each service station in terms of sales? Company sales executives believe that this is crucial at this time. To increase profits, they point out, it is not economical to take on additional service stations or to switch the Cal-

tex dealership from one station to another. An upgrading program is more efficient, less costly, and leads to better internal relations. "Information about American methods and know-how," they emphasize, "is urgently desired overseas. American sales training methods and sales promotional techniques are musts over there. We have found that our marketing subsidiaries and dealers are eager for American know-how."

Caltex operates in the Eastern

Hemisphere in 44 different countries where 40 different languages are spoken. Thousands of dealers are operating in these areas. Since the close of the war the service station business has switched from a sellers' market to a highly competitive buyers' market. There is no shortage of products, other than the internal shortages resulting from some local import or exchange controls.

Films previously made by the parent companies were distributed overseas on a test basis. They were not produced with overseas in mind. However, they were fairly successful. Caltex sales executives report, and since then Caltex overseas organizations have requested training material suitable to their requirements in the form of motion pictures.

Production of the film "Follow Your Star" presented many problems. First, the film had to represent a common denominator gas station operation which would be familiar to all dealers in all countries. Considerable research was therefore necessary. A station on Long Island, N. Y., was finally chosen for a model station to be used in the film.

Language Barrier

Only 30% of the Caltex overseas dealers understand English; therefore, the sound track of the film required special attention. The film is designed so that the actors' voices are not picked up. Instead, several narrators are employed. Although the sound track is in English, it is easy to eliminate it and substitute foreign language sound tracks. Overseas organization then translates the script and records it on tape. At the local showing, the English sound track may be eliminated and the tape recording substituted. Thus, a tape recording in almost every language in the Eastern Hemisphere will accompany film showings.

This technique, Caltex sales executives report, saves substantial sums of money which otherwise would be spent in making 40 separate sound tracks in New York City.

Another problem Caltex had to solve was to find actors who would be typical overseas gas station operators and personnel. At Transfilm's suggestion, very few professional actors are employed in the film, and the "model" service station operator is a real one.

In choosing the location and the actual service station for the film, sites were carefully screened so that neither a particularly run-down nor a particularly good site was used. "We tried," Caltex sales executives



**as to
RETAIL SALES**

Yes, you can OK St. Joseph as a dependable, growing
Retail Market . . .

Prosperous Farmers and Growing Industrial
Payroll insure just that.

Since 1939 the UP in Retail Sales for

UNITED STATES	3.1 Times
STATE OF MISSOURI	3.2 Times
ST. JOSEPH, MISSOURI	3.7 Times

Sales Management estimate for 1948 vs. U. S. Census for 1939.

St. Joe, Mo.

ST. JOSEPH NEWS-PRESS
(EVENING AND SUNDAY)

St. Joseph Gazette
(MORNING)

Robot Is After Hours Retail Order Taker

Display windows usually are conceded to be the most valuable area of a retail store because displays of merchandise in them attract shoppers into the store to buy. Windows are illuminated in the evening to interest window shoppers and the casual passerby, but the store is closed and the merchant can only hope that prospects will retain their interest and come into the store later to buy.

Not so Kilgore and Hurd, though. This men's wear store in Detroit has installed a mechanical "window shopper" that enables the evening prospect to become a customer by placing his order right then and there. The robot is a recording device, with a microphone mounted outside. To discourage pranksters, the recorder cannot be used until a quarter has been dropped in a slot.

Directions for placing an order are mounted on a card in the window. Items of merchandise are numbered and the customer orders by number,

adding such details as size and color. The following morning the merchandise is delivered, with a refund of the quarter and a thank-you note.

The store is located in the downtown retail district near leading hotels, and the "window shopper" records orders from transients as well as from local shoppers. A man from Buffalo ordered three shirts at \$4.95 each. A Chicago resident ordered several "little squirts," devices that fit on a bottle of soda for dispensing it. One customer placed three orders in one evening, two for merchandise, and the third to repeat delivery instructions. Rarely does the robot fail to report at least one order, and it has had as many as six in one evening.

The mechanical window shopper was conceived by "Red" Kilgore, member of the firm, who engaged a local firm to install the first one. L. A. Darling Co. now is manufacturing the window shoppers for sale to other stores.

point out, "to hit the average so that no dealer would be able to say, 'Oh, my station is much better than this,' or 'This station is far beyond me'."

"Follow Your Star" is not in any sense a procedure film. Rather, says Caltex management, is it a wedge to open the door and arouse dealers' interest in all of the procedure material which the field and the New York office have developed.

In producing the film, care was taken to avoid preaching to operators. "We want to give them an incentive to develop their own operations," Caltex management emphasizes. "We want to educate each dealer to make tie-in sales, to use point-of-sale merchandising material. However, we cannot push them into it. They must be shown that all these aids can increase profits for them and that they can make life easier for themselves."

The film is a 20-minute, 16mm, packed with merchandising ideas which can be applied to any service station training program, regardless of size or stage of development. It's the story of how a Caltex salesman helped a dealer to get business he had been missing. These high-profit plus sales services, using present equipment, are highlighted:

1. Front wheel bearing service.
2. Transmission and differential flushing and refining.
3. Crankcase flushing.

4. Covered spring lubrication.
5. Car washing, polishing and waxing.
6. Tire and tube repairs.
7. Cooling system flushing and rust removal.
8. Air filter replacements.
9. Lamp bulbs, spark plugs, fan belts.

The lack of plus sales is brought about, the Caltex salesman explains, through neglect in thinking of the customer's viewpoint. The point of associated merchandising is brought out by the Caltex salesman while having coffee with the service station operator and his wife. He asks the wife how she shops in a super market food store. She describes plus sale items she buys in the food market, how she purchases vegetables after selecting meat cuts, and makes a point-of-sale purchase from a package display on the cashier's counter. "The point is made very clear," says Caltex management, "but it is not 'lectured'."

Points Stressed

The importance of improved lighting with cleaner bulbs of greater wattage is stressed for night operations. Clean wash rooms are pointed out as "musts." Caltex trains dealers in Marfak Lubrication, so that point is highlighted in the film. The latest



SALES MEETINGS

Sales meetings individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

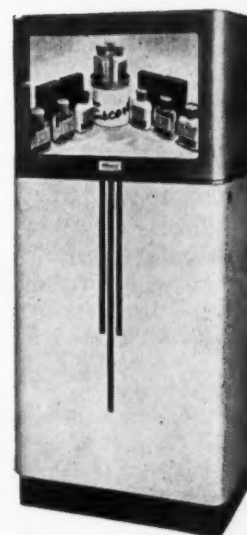
- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

HOTEL
New Yorker
 Frank L. Andrews
 President
 34th St. at Eighth Ave., N. Y. 1, N. Y.

Promote YOUR PRODUCTS AND SERVICES AUTOMATICALLY

30
2" x 2"
color
slides
are
magnified
upon the
large
ADMatic
cabinet
screen



ADMATIC automatically exhibits sharp, clear pictures or copy messages every six seconds even under bright over-head lights. Fool-proof, long life, sensibly priced. A "Natural" for point-of-sale promotion. Synchronized sound attachment available. Write for circular S-11 and price.

ADMATIC PROJECTOR COMPANY
 111 West Jackson Blvd., Chicago 4, Ill.
 ADMATIC OF CANADA, 69 York St., Toronto



service station equipment for lube bays is shown.

In one of the scenes of the film, the operator is given an example of an impressive selling talk while the Caltex salesman describes the complexities of a Marfak Lubrication job. Instead of one or two simple lubricants, as were used in the early phases of motoring, today's modern car requires eight or ten special lubricants, in recommended seasonal grades for each Marfak job.

Also shown in the film are three simple tests which prove the superiority of Marfak, and which can be performed quickly and easily by any dealer or attendant with the equipment usually available in service stations.

To increase the effectiveness of the film, a portion of the budget was spent on an attractive broadside.

It is expected by Caltex sales executives that overseas screenings will be shown to audiences of between 100 and 200 station operators at one time.

Procedure literature used in connection with the film includes:

1. Caltex service station manual.
2. Marfak and Marfak Lubrication.
3. Sparkling Service Stations.
4. Caltex, the Premium Motor Oil.
5. The Magic Story of Marfak Visualization.

Plans are now being made to follow up the "Follow Your Star" film showings with a slide film which will explain in detail how to set up Marfak Lubrication equipment. These films will be produced so that each slide frame will remain on the screen as long as necessary for the audience to study and digest the information on it.



THE AMERICAN WAY: How associated merchandising is brought about is explained by the Caltex salesman while having coffee with the service station operator and his wife: "Running a gas station makes you just as much of a merchant as the man in the super market where your wife shops . . . plus sales come with having in stock the items your customers need and want, point-of-sale displays, and a complete service with every job you do."

**INTENSIVE NATIONWIDE SURVEY AMONG READERS
OF FOUR LEADING WEEKLY MAGAZINES SHOWS:**

- ❧ Readers spend more time with the Post.
- ❧ Readers return more often to the Post.
- ❧ Readers believe that the Post is more reliable.
- ❧ Readers pay more attention to advertising in the Post.
- ❧ Readers have more confidence in products advertised in the Post.

Before you decide on advertising schedules, ask your nearest Post representative to show you "The Measure of a Magazine." This absorbing new survey report examines the comparative effectiveness of Post, Life, Collier's and Look—shows the *impact* of each magazine on the minds of its readers. To be sure you're getting the most for your advertising dollar, be sure to see "The Measure of a Magazine"!



ADVERTISEMENT
Newly Elected Director



Robert B. Mayer, Chicago department store official, has been elected a director of Consolidated Grocers Corp., national food wholesaling organization. Mr. Mayer says, "As a retailer, I must keep a constant eye on every development likely to affect my customers and my suppliers. I find *The Wall Street Journal* an excellent reporter-interpreter of essential business information." Manufacturers, wholesalers and retailers from coast to coast are among the 236,110 business executives and their assistants who read *The Journal* daily. You can get more from your advertising dollars by putting the *Only National Business Daily* (with its 236,110 business leader audience) at the top of your list.

Sales influence . . . cut to fit your market area

Reach your area of America's great influence market . . . intensively and economically in State Teachers Magazines. Select your coverage, state by state.

Ask Georgia C. Rawson, Manager, for new Data Book that tells how teachers influence thinking and buying by 26,000,000 youngsters and their parents.

44 MAGAZINES 786,000 SUBSCRIBERS

**STATE TEACHERS
MAGAZINES**

307 N. MICHIGAN AVE., CHICAGO 1, ILL.

Shop Talk

My Conversion to Cereals

When I was a child, my mother wasted a lot of salesmanship and psychology in trying to persuade me to eat cereals. Once in a while she crammed a Shredded Wheat biscuit down my reluctant neck by breaking it up and slicing a banana on top of it. But I grew to adulthood unconverted, and given to dropping occasional disparaging remarks at the college breakfast table about people "who eat pencil shavings."

I've just never had a breakfast appetite. My sketchy and invariably disinterested calorie intake in the morning, however, began to catch up with me in my earlier career days, in the form of a mid-morning let-down. I wondered, rather vaguely, if I could learn to eat cereal. All of the advertising I'd been exposed to over the years had not succeeded in selling me the product, but it had kindled a realization that cereals have a logical place in a balanced diet. I had become sold, at least, on the notion that cereals are healthful.

There came a day when I read an advertisement signed by the Ralston Purina Co. It told about a newly developed cereal called "Shredded Ralston." (This must have been about 1937.) It described the product as being made of whole wheat and in "bite-size" pieces. That struck me as being good "product design." Why, I said to myself, didn't Shredded Wheat think of that? I went out and bought a box. By kidding myself along with ripe figs or strawberries for dividends, I managed a bowl of cereal once in 10 days or two weeks.

Then along came a new General Mills product called "Corn Kix." I read a number of the advertisements. "Maybe I'd like that stuff," I said to myself. I grew up in the Middle West where we eat lots of corn. I think of corn on the cob as one of nature's most noble vegetables. Why wouldn't I like corn cereal? So I bought my first package of Kix. My cereal consumption moved up a notch. Maybe once a week now . . . once each for Shredded Ralston, and for Kix.

Then came the war, and the widespread nutrition campaigns, the many magazine articles about "the basic seven" foods. Cereals were prominently mentioned in all of them. My education was advancing little by little. I thought of cereals more often. My interest in cereal advertising warmed up a few degrees.

By this time I'd done considerable reading about soybeans. I learned of their remarkable cargo of vitamins. I found out about Henry Ford's huge investments in soybean culture. I read Government statistics on production of soybeans . . . how they were being raised in big quantities in my native state. I built up a tremendous respect for soybeans.

Time passes, as the old movie titles used to say. Then another advertisement caught my eye and my attention. It heralded a new cereal baby in the Kellogg family: one called "Corn Soya," made out of corn and soybeans. Shortly thereafter when I was ordering supplies from the grocer, my eye fell on the cereal shelf. "Gimme," I said, pointing to Corn Soya. And so a third cereal came into my life.

Now bear with me for one more chapter. This last summer we who live in New York experienced one of the wickedest summers within the memory of man and the statistics of the Weather Bureau. The heat and the humidity came straight out of the Malay jungles. By late July our dispositions were like those of alley cats.

Inevitably, most of us "went off our feed." When dinner time came the mere thought of "solid" food was distasteful. "See here," I scolded myself, "you can't live on ice cream and iced coffee. How about something more nutritious?" So, by golly, I started to eat

cereals for dinner. I lapped up many a bowlful before the first cool breezes blew out of the West in September. In the course of these weeks, a fourth cereal came onto the kitchen shelf; I was beginning to look around for more variety. I saw an advertisement for Cheerios. Having an enormous faith in General Mills, I took a fling at Cheerios. The upshot of all this: There are now four cereals in the pantry.

Now why do I bother you with all these seemingly trivial and highly personal gustatory details? I do so because even if 100,000 sets of similar facts could be obtained through depth interviews with 100,000 consumers, we still couldn't reduce them to a set of charts which would prove statistically that continuity in advertising pays.

How did I get to be a cereal eater? No one advertisement sold me. It was exposure to cereal advertising month after month, year after year. I first had to be sold on cereals as food before I could be sold on Cheerios or Kix or any other individual brand. I had to be told over and over again that cereals are a necessary part of diet. After thousands and thousands of exposures to cereal advertising of all kinds, in many media, all of these impressions merged to crystallize in my mind, and I was ripe for picking as a customer. Only then did one individual advertisement leap out at me and provoke specific buying action in terms of a specific brand name.

The best management and marketing and advertising brains in the country are in agreement on the basic principle that continuity increases returns from advertising. Yet, because proof of the principle is so difficult, there is only half-hearted acceptance among all advertisers as a group. When advertising goes on and on, it gathers momentum which we call "cumulative value." When it is stopped, that momentum has to be rebuilt.

Perhaps the validity of the continuity concept will become a little more clear if we consider that our future sales will come from people who, today, are in one of perhaps 20 different stages of psychological advancement in the direction of a buying decision. For any product they range all the way from the individual who is not only indifferent but has an active prejudice against the product (as in my case, with cereals), to the person who is ready to respond to the next advertisement he sees. If your advertisement—or your salesman—isn't there when the buyer is ready, chances are at least 50-50 that the business will go somewhere else.

Of course, if you've had such a wealth of experience with advertising that long-range advertising performance figures are at your command, you do not have so much trouble with the continuity concept. At a recent luncheon at the Waldorf, President Perrin of General Mills told me that while the company's dollar expenditures for advertising are increasing, due to the introduction of new products, advertising costs as a whole are going down. General Mills has learned, for itself, that one of the basic laws of physics is applicable to the business of selling: It's easier to maintain a state of motion than to stop and start over again. In physics it is called "inertia," and while laymen use the term far more often to indicate the tendency of a static body to remain static, the word is equally correct to describe the tendency of a body in motion to stay in motion.

We shall surely derive more value from advertising when we learn consciously to bring our advertising practice in harmony with the best principles of advertising as they are understood by the people in the field who have an experience and performance record that qualifies them to be called experts. Perhaps part of our trouble lies in the fact that we haven't made a conscious and organized effort to define those principles as they apply to our own industries, our own competitive problems, and our own markets. Once so defined, these principles can head off the wastes which we incur when advertising policies switch and veer and pause and spin like a weather vane in a high wind.

A. R. HAHN
Managing Editor



YOUR INDUSTRY NEEDS THIS *Complete* SHIPPING SERVICE

Over a century of shipping experience and constant improvement are back of nation-wide RAILWAY EXPRESS, the world's largest coordinated rail-air transportation service. It's your **complete, all-purpose** facility for every size and type of shipment.

When you use RAILWAY EXPRESS, you deal with **one** responsible carrier. **One single charge** covers everything you need for satisfactory shipping. Specify RAILWAY EXPRESS for **all** your shipping requirements.

Complete Service
for a
SINGLE CHARGE means

Pick-up and delivery in all cities and principal towns... Fast, uninterrupted rail or air service... Automatic valuation coverage up to \$50 or 50¢ per pound... Two receipts—one to the shipper, the other from the consignee... and many other advantages it will pay you to investigate.



NATION-WIDE RAIL-AIR SERVICE

THE *FINEST* ENAMEL MADE



Satin Proof Enamel

Champion Satin Proof Enamel is the finest printing enamel you can buy . . . the finest printing enamel made. Closely formed raw stock, fine coating material, velvety smooth finish and careful manufacturing combine in this paper to make a coated surface ideally suited to faithful reproduction of fine detail and brilliance in halftones. For superlative results in your fine printed matter, specify Satin Proof. The Champion Paper and Fibre Company, Hamilton, Ohio.

Mills at Hamilton, Ohio; Canton, North Carolina and Houston, Texas.
District sales offices: New York • Chicago • Philadelphia
Detroit • St. Louis • Cincinnati • Atlanta • Dallas • San Francisco

WHATEVER YOUR PAPER PROBLEM . . .

It's a Challenge to Champion!

BUY AND SPECIFY ENAMEL PAPERS BY NAME—NOT BY NUMBER

HINGEFOLD ENAMEL

The folding qualities of Hingefold, plus superb printability, make it unmistakably the finest folding enamel available. Making orders only.

SATIN REFOLD ENAMEL

The standard by which other No. 2 enamel papers are judged, Satin Refold is an enamel of unusual strength and receptivity to ink.

HAMILTON ENAMEL

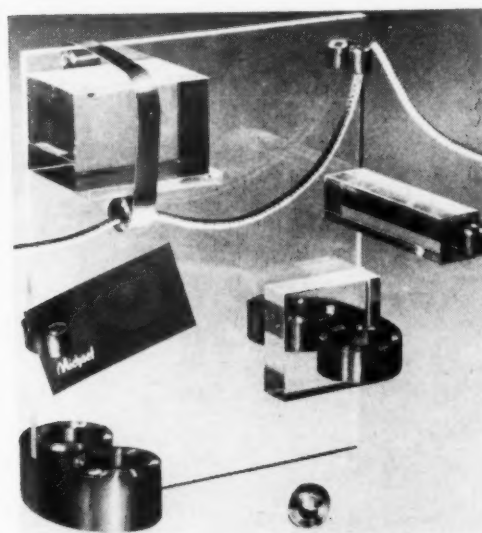
No No. 3 enamel stock can compare with the appearance and utility of Hamilton. An excellent economy sheet for the average printing job.



STURDY SELF-SERVICE UNIT—Designed for busy traffic lanes or space adjacent to the cash register, simple floor stand has three shelves for the display of Welch's jams and jellies. Made by Robert Gair Co., Inc.

MERCHANDISE-DISPLAY CLAMP

—It can be used to attach show cards, signs and price tags. It can also be used to grip such items as shoes, fabrics and flower pots. Fabricated from spring stock by pre-pressing process by Hunter Spring Co.



PRODUCT DEMONSTRATOR—Counter piece for Mido watches features a plastic tank of water in which waterproof watch is automatically dipped. Developed by Bert Goldsmith Agency and produced by Copeland Displays, Inc.

JOINT WINDOW PROMOTION

—It dramatizes theme of airline cargo service to the high fashion industry. H. Bates Swiss fabrics first appeared in windows of Swissair. Idea was conceived by Russell Birdwell and Associates.



Display Angles

How Distributors Help Hotpoint To Lick Dealer Sales Training Costs

Based on an interview by Lester B. Colby with

EDWARD R. TAYLOR

Sales Manager, Hotpoint, Inc.

Hotpoint's on-the-job training kit provides weekly lessons for dealer salesmen. It cuts out the paraphernalia and headaches of a traveling show. Distributors win prizes in the "Salestrainia" contest for signing salesmen at \$5 per kit.

During the second quarter of this year inventories straight through the home appliance industry were rising sharply. A first-rate scare was building up. Numbers of manufacturers were curtailing production and this meant that they were laying off workers. Then two things happened:

1. Prices were cut.
2. Vigorous sales campaigns were started.

"The public reacted immediately,"

says Edward R. Taylor, sales manager, Hotpoint, Inc., Chicago. "It became evident at once that the industry had not overproduced, as many feared, but that goods were still wanted if prices were right and salesmen would work. Hotpoint carried a carefully planned, ambitious program to its nearly 10,000 dealers. At the end of the first eight months of 1949 its sales were ahead of the same period for the preceding year.



PULL UP PRODUCT KNOWLEDGE: Hotpoint's training program lays great stress on full knowledge of the product and how to turn technical features into sales appeals. Salesmen familiarize themselves with a slide-rule gadget that is designed to give a quick comparison of Hotpoint features with competitive brands.

"How did we accomplish this? Well, probably this was the biggest factor: We went to our dealers with two proposals: (1) put on at least two new salesmen, young, aggressive men; (2) insist that they go out and ring door bells. Then, we dug up the tried and tested sales talks which had been used in the 1930's when house-to-house selling was an art, burnished them, improved on them. Taking pages out of old books, we showed our dealers how to put fire into their men. We moved up fast to solve our problems."

The Answer

Because Hotpoint had anticipated such a situation by months and had laid its plans well, according to Mr. Taylor, it came up with a gem-like program with six bright facets. These six steps, now well under way, call for a full year's intensive activity:

1. Fifty-two weekly on-the-job meetings covering a weekly selling review clinic which features photographic quizzes; 52 "sales builder bulletins."
2. A sound slide series on basic selling training.
3. A plan for selecting, hiring and training new salesmen.
4. Product features evaluators—a simple slide rule gadget on every product which gives a quick comparison of Hotpoint features versus competitive brands.
5. Special selling campaign prize contests.
6. New product announcement films.

One of the big obstacles, of course, in a sales training program on a national scale is cost. Elaborate meetings involve special displays, materials, travel, and entertainment expenses. District managers, distributor, and factory personnel who attend regional sales training meetings, have no assurance that dealers and their salesmen will use new sales tools when the meeting is over.

To date, admits Mr. Taylor, no effective program has been designed to make full use of the sales managing potentiality of the distributor



15,000,000,000 DOLLARS IS A HUGE MARKET

Congress has passed the 15,000,000,000-dollar National Defense Appropriation Bill. Billions of this money will be spent by the Air Force, the Army and the Navy for many kinds of aircraft and for everything—from engines to screws and nuts and bolts—that go into the finished product. These expenditures will make the aeronautical market the biggest market in the world. That means unlimited sales opportunities for every aeronautical product if the manufacturer gets his sales message to the right people.

AERO DIGEST is the one aeronautical trade journal that can do the job.

Out of a total circulation of 29,603, it has a Government circulation of 5075, which exceeds by 2231 the Government circulation of *Aviation Magazine No. 2* (figures from ABC publisher's statements as of June 30, 1949). Failure to use **AERO DIGEST** means a loss of 2231 in this classification.

Can any aeronautical advertiser afford that loss when **AERO DIGEST'S** advertising rate is the lowest per thousand of buying-power circulation in the aeronautical trade paper field?

Remember that, today, Uncle Sam is buying 90% of all aeronautical products. To reach that overwhelming market, you've got to reach Government buyers. To reach all Government buyers and suppliers—you must use **AERO DIGEST**, and you can do it efficiently and economically.

If you are interested in reducing selling expense, put **AERO DIGEST** to work for you today. The experience of thousands of advertisers over a period of twenty-eight years proves that this fearless, fighting, uncompromising magazine does a good job.

AERO DIGEST

515 MADISON AVENUE, NEW YORK 22, N. Y.

PLAZA 3-6969

wholesaler. Ideally, he is the sales manager and sales trainer for all his retailers.

Cost of the first part of the new Hotpoint program is extremely low for the dealer. For \$5 a salesman gets a full year's course consisting of 52 regularly scheduled weekly meetings. Hotpoint supplies all materials necessary for conducting the activity. Dealers in large or small stores can hold the meetings right on the floor, without fancy stages, backdrops or displays.

Instructor's Background

The instructor for the year's course is the dealer himself, the man who knows the day-to-day problems of his salesmen. However, the dealer need not be a trained instructor. Hotpoint supplies him with a concise manual on how to hold the meeting. Weekly bulletins give him the format for each week's discussion. This covers typical sales problems such as are encountered in everyday selling.

More than 4,000 salesmen have subscribed to the course since it was introduced in late summer. The program will reach 20,000 salesmen by the time it winds up next summer, according to C. H. Smith, sales train-



EACH DEALER A SALES MANAGER: Under Hotpoint's new "on-the-job" training, the dealer conducts hour-long weekly training sessions in his own store without need for expensive staging. Hotpoint supplies material for the 52-week course.

ing manager. As dealers subscribe to the course, they receive issues of back bulletins to bring them up to date.

As an incentive for broadening the coverage of this activity, distributor wholesalers will be awarded prizes

in a "Salestraining" contest for signing up the largest number of subscriptions. Because the program is easily "sold" and simply activated, it has received enthusiastic endorsement of distributor wholesalers and dealers alike, Mr. Taylor reports.

Titled the "Payoff Plan," the complete program will be carried out in two phases. The first of these is the sales building activity through weekly meetings in the dealer's store. The second phase is a training campaign conducted jointly by the distributor and dealer, and centering primarily around the distributor's training school facilities. Thus, the dealer is given managerial responsibility without the necessity of providing costly facilities or materials.

Basic materials used in the first phase are a booklet describing the program; a guide called, "How to Handle Your On-the-Job Training Meetings", a weekly retail selling review; a weekly "sales builder."

The weekly selling review sets up half a dozen sales cases to be analyzed by the salesmen with the dealer. The dealer has answer sheets which he gives to the salesmen at the end of the meeting. A 20-minute "Foto-Quiz" on features shown in the sales builder gives the salesmen quick identification and use-value knowledge.

It is pointed out that these meetings have four aims: training retail salesmen to evaluate selling problems with the dealer's help; encouraging them to discuss and analyze the reasons for sales lost; understanding the reasons for successful cases; developing salesmen's ability to handle the sales con-

**Increase
YOUR SALES
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1950!**

Complete
information,
Prize Book, and
sample sales-
building mate-
rials sent free
on request.

Use Maritz Incentive
Programs to increase your sales.

Maritz Programs are proven sales builders... they give your salesmen the necessary zip, snap and energy that causes selling organizations to rise to new sales heights.

To make 1950 an outstanding year, write, wire, or phone MARITZ TODAY.

MARITZ SALES BUILDERS

10th and Locust Streets

St. Louis 1, Missouri

fidently; encouraging the use of the correct selling approach at the strategic moment.

Here is a typical excerpt from the weekly sales builder:

"A week or so after a customer has had some service work done, call her and let her know you are interested in learning whether or not everything is satisfactory. This always sets up a favorable reaction and the customer is more than willing to talk about appliances.

"Many sales are made as a result of such interest. You are not attempting to sell over the telephone, of course. However, you will make an effort to set up (1) a personal call, or (2) bring the customer into the store to see the newest Hotpoint appliance."

The following situation is quoted from the weekly selling review:

"A salesman called up a lead to talk about refrigerators. She said she had an older refrigerator and wasn't ready to buy a new one. The salesman thanked her, promised to keep her name on file and call her occasionally, hoping to be ready to talk to her when she was ready to buy.

"This is a common mistake made by salesmen in all fields. Do you know what is wrong here?"

Negative Approach

The answer sheet analyzes this situation as follows:

"The salesman backed away from this situation by making the feeble classic reply, 'I'll keep in touch with you.' No effort was made to smoke out this prospect's objection. And this is not an isolated case. Countless salesmen in all fields do this every day. They lose many a sale by doing it.

"Here was a real prospect, even though the salesman had the barest entering wedge to set up a selling atmosphere. Bear in mind that the prospect said: 'I have an old refrigerator now, but we're not ready to buy a new one yet.' Now, if she had no interest at all in buying, she more than likely would have said, 'I'm satisfied with the refrigerator I've got.'

"The surest indication that she was thinking of buying a new refrigerator came out unguardedly in a remark which it was entirely unnecessary for her to make, 'but I'm not ready to buy one yet.' What she really meant was, 'I'm interested in a new refrigerator, but I'm not going to tell you this right off the bat. You've got to convince me; give me the reasons why I need a new one.'

"But this salesman didn't sense this in her remarks. He should have tried to gain enough time to talk to her about refrigerators. It would then

have been easy enough to make a callback appointment to see both the woman and her husband. Or, better still, to bring them to the store. This was a real prospect, and either chance was a good one missed!"

Hotpoint management emphasizes two essentials for the on-the-job program: proper length (approximately one hour); regularity (Meetings should be held every week throughout the year.). An hour-long meeting held weekly is short enough to hold the salesman's interest, yet long enough to cover the week's program.

Recalling pre-war selling in the automotive and appliance fields, says Mr. Taylor, the best performance has consistently resulted from the regular weekly sales meeting. This was conducted by the dealer or, in the case of larger organizations, by the senior salesman or the sales manager. Appliance salesmen in the years ahead, he emphasizes, can get their rightful share of business only if they return to this proved method—on-the-job training; training right where the problems arise; right where the dealer and salesmen make their money.

How they turn

STATISTICS into SALES

with Sales Management's
annual Survey of Buying Power issue

The Colgate-Palmolive-Peet Company

... uses SURVEY OF BUYING POWER data every year to compute its market potentials by sales districts for the entire United States.

Sales Management



THE MAGAZINE OF MARKETING
386 Fourth Avenue, New York 16, N. Y.

Promotion

Case Histories

Pitney-Bowes, Inc., felt that many businesses would be interested in other businesses which had tested various forms of postage in their direct mail advertising. Consequently, they're offering a booklet, "How to Increase the Prestige and Pulling Power of Your Mail." The booklet explores the seldom considered effect of an envelope's postage on the ad-

dresser. The study contained in the booklet shows response from promotional and research mailings. Write the company at Stamford, Conn.

How to Boost Sales

Cappel, MacDonald and Co., Cappel Building, Dayton, 1, will show you how it helps to boost its advertising clients' sales. The agency is proud of the fact that it plans, for many of its clients, their incentive programs. Cappel will show you how they do it via an elaborate promotion piece, "Selling Bee," which is available on request.

The Mother Market

Parents' thinks it's a sure-fire one. And to point up the fact it has issued a special booklet, "The Surest-for-sales Mother Market in the 1950-60 'Children's Decade'." When babies begin coming, says the magazine, when homes begin to expand and the need for new products is increasing, young mothers begin reading *Parents'*. The booklet tells you how to plan your advertising to capture the Mother's Market during the next decade.

If You Sell to PX's

You'll want a folder, prepared by *Post Exchange & Ships Service*, publication of the armed forces retail stores, and describing new regulations governing the operation of post exchanges and ship's service stores. Copies are available from the publication at 292 Madison Avenue, New York, 17, N. Y.

Household Buying

The average American's first love is his home. To point up the fact, Dell Publishing Co., Inc., 261 Fifth Avenue, New York 16, N. Y., will send you its 11th annual Survey of Homemaking. For the first time, this year, Dell has included sections on baking mixes (preferences, etc.), frozen foods, and baby products. The study reports on the household product buying habits of young families who are readers of one or more of the Dell publications.



\$230,600,000.00 IS A LOT FOR FOOD BUT CENTRAL OHIO FOLKS LIVE WELL

The majority own their homes and spend a total of \$982,521,000.00 at the retail stores. This rich WBNS market has a balanced economy because no one industry dominates the business field. That's why it so easily takes the bumps and jolts of boom times and depressions. . . . Yes, it's the ideal test market. This is being profitably proven every day by advertisers who use WBNS to stimulate sales among its 163,550 B.M.B. families.

THE UNITED WOOLEN MILLS HAVE BEEN SELLING THE WBNS MARKET FOR 25 YEARS

They say, "Ever alert to new and better means of telling our story to the public, we began exploring the possibilities of radio when the industry was in swaddling clothes. When WBNS opened in Columbus 25 years ago, we were among its first advertisers . . . and we have been broadcasting our story over that station without interruption, since then. Our Columbus store has enjoyed a most gratifying growth during the past quarter of a century, and we give due credit to WBNS for its contribution to that growth and success.

IT TAKES WBNS FOR YOU TO DO A GOOD ADVERTISING JOB IN CENTRAL OHIO

If you want sales, results and profits in Central Ohio then you must have WBNS in your advertising picture. . . WBNS has the audience, 163,550 families who listen to this station in preference to all others. Here is the center of their life for entertainment and information. WBNS is their buying guide. Leading advertisers have the proof that they get greater results for less cost when they broadcast their sales message over WBNS.

COVERS CENTRAL OHIO

IN COLUMBUS, OHIO IT'S

WBNS

POWER 5000 D-1000-N CBS

ASK JOHN BLAIR



Can you afford to underplay the **\$250,000,000** (ANNUAL BUYING) **GOLF MARKET?**

Get full facts from **GOLFDOM** JOURNAL OF THE WHOLE BUSINESS

GOLFinG NATIONAL PLAYERS' MAGAZINE Chicago 5

FOR DETAILED REFERENCE DATA INDUSTRIAL MARKETING'S MARKET DATA BOOK NUMBER

NEW YORK • ALBRO C. GAYLOR
WEST COAST • ROY M. McDONALD CO.

SALES MANAGEMENT

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Announcing Remington Rand's

new punched-card collating reproducer

—where can it save you money?

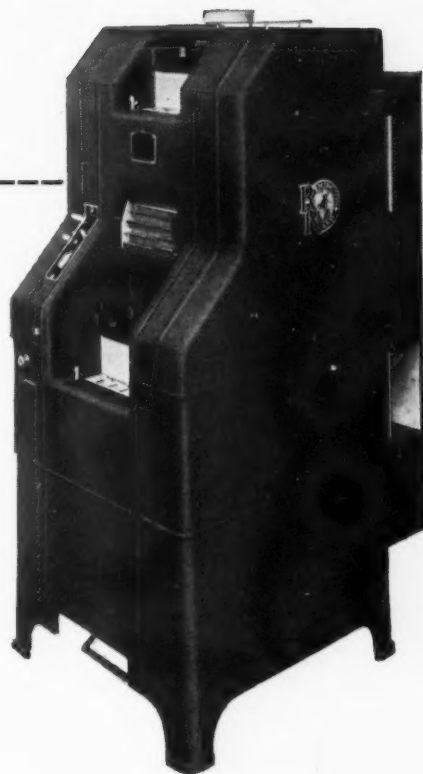
Curtain going up . . . on Remington Rand's new Collating Reproducer . . . latest in an unbroken line of outstanding punched-card developments . . . that cut record-keeping costs.

In *one* operation, it compares, punches, interfiles and segregates 90-column tabulating cards—automatically—in order to verify, group extend, code, decode, in-file and out-file. An invaluable aid to all types of business in preparing sales accounting

records and reports, statistics and analyses.

You can lease *or* buy this tested and proved machine . . . available not in 18, not in 12, not in 6 months—but on *normal delivery schedules!*

Full information from all branch offices, coast-to-coast. Or write: Accounting-Tabulating, Management Controls Division, Remington Rand Inc., 315 Fourth Ave., New York 10.



FOR THE FINEST PUNCHED-CARD MACHINES AND METHODS



Chamberlin Finds Pay Dirt In Contest Kidding Its Prexy

BY D. G. BAIRD

Joseph P. Glaser's 40th anniversary of service with Chamberlin Company of America provided a natural human interest theme for Ol' Doc Comfort Sellabration. An inspired sales force headed off a threatened sales slump.

Results of a sales contest recently conducted by Chamberlin Company of America, Detroit, among salesmen employed by its 41 branches were more than double what was expected. According to Frank A. Sansom, sales manager, they also constituted proof of several important facts.

Chamberlin manufactures home and building insulating materials of all kinds. It sells and installs them in the more populous areas throughout the country. Sales increased dur-

ing the post-war period when business was easy to obtain, but in the first half of 1949 prospects began to tighten up a bit.

Need of a tonic was clearly indicated. After diagnosing the case company executives concluded that a strong sales contest probably would stimulate the sales organization. They set as their objective an increase of 10% over the average volume of sales for the preceding 26 weeks.

The contest started June 30 and

continued for 10 weeks. At its conclusion, Mr. Sansom wrote branch managers:

"As you have learned from the bulletins and letters this week, our Ol' Doc Comfort Sellabration was a tremendous success. You exceeded our contest objective by 10.73%. The total represents a gain of 21.8% over the volume we would have attained at the rate at which you were selling during the first 26 weeks . . . The final week was a smashing finale—a thriller!

"Among other things, we can conclude that . . .

"You proved that business is good if we go out and get it.

"You proved that people have the money and will spend it if they see value.

"You proved what can be accomplished when there is a definite goal to reach and when the problem is attacked courageously and with determination.

"You proved that stimulation of the salesmen can be effective when it is done consistently and with a sincere interest in the salesman.

"With salesmen hard to get, it is necessary that we show our present sales force how to sell more . . ."

Two Good Reasons

The theme of the contest was decided upon primarily for two reasons: 1. Joseph P. Glaser, Chamberlin's president, was about to begin his 40th year with the company. 2. Chamberlin is in the business of selling comfort, health, economy, and cleanliness, hence it was not too difficult to think of Chamberlin representatives as doctors who prescribe for ailing houses. It was decided, therefore, to make the contest a celebration of their president's anniversary, with Mr. Glaser himself posing as "Ol' Doc Comfort" and employees assuming roles of members of a medical organization.

R. H. Breitenbach, advertising and sales promotion manager, says merchandise prizes were decided upon because of their numerous advantages over cash awards. All promotional material was prepared by L. W. Fury and other members.



SELLING THE SALESMEN: "You proved that business is good if we go out and get it," wrote F. A. Sansom, Chamberlin's sales manager, to his sales force. "You proved people have the money and will spend it if they see values."

THE SHOE INDUSTRY
A REVIEW AND PREVIEW
IN

BOOT AND SHOE

RECORDER

JANUARY 1, 1950

EAGERLY awaited and highly valued by everyone in shoes from top flight management and selling executives to the legion of men at the fitting stool, this issue is the industry's *first* appraisal of the past year's accomplishment and *first* forecast of the new year's potential in shoes. Such a significant editorial accomplishment commands universal reader attention and makes this an auspicious issue in which to inaugurate 1950 advertising programs.

**FORMS CLOSE
DECEMBER 15TH**

BOOT AND SHOE

RECORDER

A.B.C. A CHILTON  PUBLICATION
100 EAST 42ND STREET • NEW YORK 17, N. Y.

CHICAGO

ST. LOUIS

BOSTON

PHILADELPHIA

LOS ANGELES

NOVEMBER 20, 1949

To stimulate curiosity, promotional activities began with three teaser mailings. First was a photograph of Mr. Glaser taken when he was a boy. This was accompanied by a letter to all branches and factories, saying that the photograph had turned up in the house organ file without any accompanying article and asking them to post the picture on their bulletin boards to learn if any of their employees could identify it.

The second teaser was another photograph of Mr. Glaser, taken about the time he began to work with Chamberlin. This was accompanied by a warning from H. G. Pillsbury, of the Legal Department, not to hire this man if he applied to them for work. He was said to use a number of aliases, the most common one being "Doc."

Third teaser was a group photograph and a letter from Mr. Sansom, saying he had been informed that the

man called "Doc," whom branch managers had been warned not to hire, was one of the individuals in this picture and asking if anyone could identify him. In another paragraph the mysterious character was said to refer to himself as "Doc Comfort."

This was followed by a letter saying "An Announcement Extraordinary" was about to be made. Branch managers were asked to call a meeting of their salesmen on June 30 to make the details known to them.

Meanwhile, Lewis L. Bredin, chairman of the board of directors, addressed a letter to branch managers and factory superintendents, telling them he had been informed of the approaching sales contest. He urged them to pay tribute to Mr. Glaser for his long service and to prove that business is good for those who make the effort to obtain it.

Then came the announcement of the contest, accompanied by the rules and promotional materials. The theme was to be, "Ol' Doc Comfort's Sellabration Contest." Each dollar's worth of contest orders would count as one point toward merchandise prizes* listed in an award catalog. No awards were made to any individual whose volume for the period of the contest (10 weeks) totaled less than \$3,000.

* Obtained from Belnap & Thompson, Chicago.



The SAN DIEGO

UNION and TRIBUNE-SUN gives national advertisers the opportunity to *concentrate* their advertising dollars! *Less* money does a *bigger* selling job because of dominant coverage of the market. Local Department Stores know this fact. That's why 80.8% of their advertising goes into just *one* buy . . . the San Diego Union and Tribune-Sun. *You* will do well to make just *one* buy in San Diego!

The **UNION and TRIBUNE-SUN** carried 4,768,579 lines of Department Store advertising in 1948 . . . 80.8% . . . a guide to your spending.

Ask the West-Holliday Man!

"All the News with Partiality to None"

San Diego
UNION and TRIBUNE-SUN
Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles



"DON'T HIRE THIS MAN":

Chamberlin Company of America increased sales 10% above objectives through its "Ol' Doc Comfort Sellabration" built around 40th anniversary of President Joseph P. Glaser. Teaser mailings carrying a photograph of Mr. Glaser warned: "Don't hire this man."

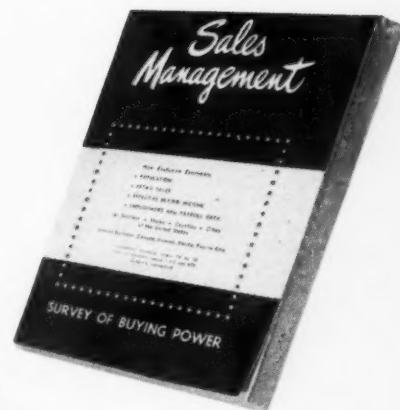
How they turn

STATISTICS into SALES

with *Sales Management's*
annual Survey of Buying Power issue

**Mr. John W. Phillips, Vice President of
Liberty Mutual Insurance Company, writes:**

"... we have used the SURVEY OF BUYING POWER for a number of years and have always found it to be helpful in constructing our market indexes and in studying specific markets. We find the up-to-date "Sales Management Population Estimates" for cities and counties to be particularly useful. We also use the "Effective Buying Income" data and the "Quality of Market Index."



Sales Management



THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara

HOW TO TRANSFORM ORDER TAKERS INTO SALESMEN!

FAMOUS HOME-STUDY TRAINING BRINGS NEW POWER TO YOUR SALES FORCE!

Arm your men with new sales power, back up their ability with specific, how-to-do-it training, developed by experts in the field who have been training successful salesmen for over a decade!



LEARN AT NIGHT — APPLY NEXT DAY

Men study at night learning time-tested proved principles through practical examples and real living situations.

Every day offers many opportunities to apply and cash in on successful study of the night before.



Nation's Leaders Use and Praise This Sales Service

Over 1,600 companies—many of them acknowledged leaders in their fields, are using and have used "Effective Salesmanship" home study program in preparing their salesmen to meet the challenge of today's competitive conditions. Their letters, reproduced in our brochure, "Proof Positive", prove the success of this training method.

New Revised Edition "Effective Salesmanship" Now Available!

Hundreds of companies have paid thousands of dollars to learn the principles of "Effective Salesmanship" we now provide in a compact, individual training sales service. The new revised Fifth Edition combines 25 years of experience and knowledge in developing tested training methods.

NOT A BOOK

"Effective Salesmanship" is a complete home study sales service—constructed, written and graded by experts in the field. Each salesman enrolled under our group training program by his firm, receives personalized instruction and guidance to help make him a better salesman.

A request on your business letterhead will bring you a complete copy of "Effective Salesmanship" for your perusal. At the same time we will explain our group training program with details of its low cost.

SEE IT FREE!

American Business Men's Service, 416 S. Lombard St., Oak Park, Ill.

NOW AT LAST! A Salesman's Case Guaranteed for 5 Years!



Amazing TUFIDE Business Cases Outlast Leather 2 to 1!

* TRADE MARK REG.

Here's news that means you can save money on business cases—up to 50% savings! Amazing new TUFIDE looks like leather, feels like leather, outwears leather... TUFIDE makes the most durable business cases and luggage ever developed—they're unconditionally guaranteed for five years. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in TUFIDE, (and in many quality leathers, too).

Famous companies like General Electric Co., U. S. Fidelity & Guaranty Co., B. F. Goodrich Co., Allis Chalmers Co., and many others are using TUFIDE.

SEND FOR FREE FACTS!

STEBCO PRODUCTS, Dept. A-1,
1401 W. Jackson Blvd., Chicago 7, Ill.

Please rush details about amazing new TUFIDE—without obligation of course.

Name _____

Company _____

Company Address _____

City & Zone _____

State _____

Tufide
BUSINESS CASES

as low as **\$3.50**

Up until the time a salesman accumulated a minimum of \$3,000 in orders he would be referred to as an "interne." As soon as his sales totaled \$3,000 he received a diploma as a "Doctor of Comfort" and was entitled to be addressed as "Doc." Branches were "clinic offices." Branch managers were addressed as "clinic heads." Office employees were "nurses," and so on.

Promotional material included a prize catalog, a letter to salesmen's wives, contest banners, a sample diploma, "declaration of intentions" forms (individual quotas set by the salesmen themselves), score sheet report forms, and an up-to-date picture of "Ol' Doc Comfort" (Mr. Glaser).

Then came a barrage of "fever bulletins" and "prescriptions" written in mock medical terms on special contest letterheads. Many of these were signed anonymously by "The Needle" (Mr. Fury). The company's various products were referred to as "prescriptions" or hospital materials such as "rock wool dressing."

Branch managers and others soon caught the spirit of the contest and submitted suggestions and comments. These were summarized and mailed out as bulletins under the heading of "Back-Wash from the Wash-Up Room" (where surgeons wash up and engage in conversation among themselves). Some branch managers even went so far as to buy or borrow doctors' coats and caps to wear at sales meetings.

Weekly reports of standings were referred to as "operations."

Graduation Exercises

Someone suggested that salesmen who received the mock diplomas put them in their presentation books to show to prospects as evidence that they were top-notch salesmen and knew their line. This proved to be an effective sales tool.

Meanwhile, Mr. Glaser wrote a series of reminiscences in the form of weekly letters in which he told of his experiences during his 39 years as a Chamberlin man. Each of these letters carried a subtle moral which was calculated to inspire salesmen without "hitting them over the head with a club."

To climax the celebration, home office executives and a few old-timers among the branch managers raised a fund of \$800 and presented it to Mr. Glaser at a dinner, with the suggestion that he use it in any way he saw fit for the benefit of a camp for underprivileged boys, of which he is a sponsor.

Readers' Service Can Furnish These Reprints

Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

MANPOWER PROBLEMS

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 10c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 65c)

ECONOMICS

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 35c)

151—Where Will Profits Come From? by A. J. Gallagher. (Three articles.) (Price 50c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Gifts and Entertainment—Are They "Necessary Evils" in Selling? by Lester B. Colby. (Price 10c)

Adventure With Aunt Jemima (An answer to the question, "What can we do at the dealer level to make our national advertising more effective?")—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly (Pictograph.) (Price 5c)

Dealer Salesmen Appraise Faults and Virtues of Their Bosses, by Philip Salisbury. (Price 10c)

Ring the Cash Register When You Ask For a Training Budget, by B. K. Moffit. (Price 10c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Television Today: What Part of the National Market Can It Offer the Sales Executive? (Price 15c)

The Fourth Dimension in Business, by Ray Bill, Publisher, SALES MANAGEMENT. (Price 10c)

An Appraisal of Sales Opportunities in the Los Angeles Market, by Hal Stebbins and Frank McKibbin. (Price 10c)

To Charge or Not to Charge For Sales Promotion Materials? (Price 10c)

Today's Farm Market: It's Big, It's Rich, and It's Undersold, by Erwin H. Klaus. (Price 15c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

A Trillion to Go! by Peter B. B. Andrews. (Price 10c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.



"Just show me how we can pass the cost on to the next generation and I'll okay it!"

TRUE *Small Town America*^{*}

Is Bigger Than Your Biggest Markets



IT'S A 3,349,312 FAMILY MARKET

IT'S NEARLY AS BIG AS

New York, with 3,618,700 families

BIGGER THAN

Chicago, Boston,
Detroit combined, with 3,193,000 families

BIGGER THAN

Baltimore, Cleveland,
Los Angeles, Philadelphia combined, with 3,055,100 families

BIGGER THAN

Cleveland, Pittsburgh,
St. Louis, San Francisco,
Washington, D. C., Minneapolis-St. Paul, Buffalo combined, with 3,304,300 families

AND GRIT IS BIGGER IN THE TRUE SMALL TOWN MARKET THAN ANY NATIONAL URBAN OR FARM MAGAZINE! GRIT is the only publication concentrating its circulation in this important market—2,996,492 readers weekly.

These are the reasons why Advertisers add GRIT to their National Lists. They have learned that GRIT is needed to step up coverage, get deep penetration in this highly responsive market...made up of the TRUE Small Town folks of America!

^{*}U. S. TRUE (not Suburban) Small Towns, of less than 1,000 population.

SOURCE: Sales Management, 1949 "Survey of Buying Power".

Small Town America's
Greatest Family Weekly—
with more than
600,000 circulation.



There's a difference
between a suburban
Small Town and a
TRUE Small Town

FOR "LAZY" PARENTS: If your kids have begged you for the umpteenth-millionth time to "read to me, Daddy," it's time to get a record toy. Let the kids hear the story from the record while they play with the toys.



All About a Retail Sales Aid That Became a Best Seller Record Toy



BUILT-IN DISPLAY: The four-function package houses parts of the set for the original sale, opens to become a stage, and serves as a free display piece for dealers. Last year, separate displays cost \$2.75 and 3,000 were placed with dealers.

It was only a merchandising record telling the story while salespeople demonstrated Family Game toys. But parents clamored for the record as well as the toys. So "Story-plays" became "Record Toys" on a postponed honeymoon.

A merchandising record played at a toy counter in a San Francisco department store two Christmas seasons ago so intrigued gift-shopping parents that they wanted to take it home for their children. They were disappointed when they found it wasn't the record they were supposed to be sold on, but a story book with props and characters.

The situation this created for a new business called "Family Games," disrupted the honeymoon of a young ex-school teacher in the Oakland public school system. He had recently finished his wartime service with the Coast Guard. If this sounds involved and a bit frantic, so was our would-be honeymooner, Benjamin H. Niden who thought he had a new business safely launched.

That was December 7, 1947. Came the demand for the records and a still newer business was born. "Storyplays" became "record toys." Another development has now produced the Storyplay Theater and a

four-function merchandising package for dealers.

Like many ex-servicemen, Mr. Niden came home with the idea that he would like to go into business for himself. He had a friend, Roderick Asturias who had the same idea. He proposed partnership in a toy soldier factory in Mexico. Lead was in ample supply there and England's onetime domination of the toy soldier business was temporarily checked. Mr. Niden, fresh from his own war experience and with the educator's sense of responsibility to the young still strong in him, wasn't enthusiastic about toy soldiers. Why not give youngsters something that required the same sort of participation, with elements of drama and excitement, but constructive? What about figures and animals from fairy tales?

As a test, sample figures of "The Three Little Pigs" were made up and packaged with a picture book telling the story. Accompanying it was the suggestion to parents that

while they read the story aloud to their kiddies, the youngsters could be happily occupied with the figures, play-acting as they listened.

A number of San Francisco department stores bought sets. Sales-girls were shown how to demonstrate the juvenile-audience-participation technique, and sales were rung up. Mr. Niden believed they could be increased, however, and introduced a merchandising record to attract shoppers to the counter where the sets were sold. The record told the story while the salesgirl demonstrated the figures.

"Parents must be lazy—or something," Mr. Niden sighed. This was December 6. He was to be married on the 7th . . . and was looking forward to the day when he could sit down and tell youngsters stories. However, parents responded quickly and wanted the story-telling merchandising records now.

Mr. Niden was sales-minded enough to know that he had something. The marriage came off on schedule—but not the honeymoon. For 10 days the groom was deep in the problems of producing two sets of records: adaptations of "Goldilocks" and "The Three Little Pigs."

The task was complicated by the fact that Petrillo's ban on recordings was to go into effect in three weeks.

Within 10 days the records were cut, along with two more which were not to be released until later. Parents were able to buy a limited number of recordings of "The Three Little Pigs" (reborn as "The Three Modern Little Pigs" who escaped being eaten by the Wolf). The following year "Goldilocks" made her bow. The characters were no longer lead but aluminum-supported cardboard and the story was told on a 12-inch vinylite unbreakable record. The boxed set sold for \$2.95. In time for the 1948 gift season, distributors and dealers had snapped up 55,000 sets of "The Three Little Pigs" and "Goldilocks."

\$35,000 Invested

Before that, in June 1948, the firm of Family Games was incorporated with Mr. Niden as president. Leon G. Key, also a former teacher, was named vice-president and William F. Anderson, treasurer. Mr. Anderson is general manager and vice-president of Bay Cities Asbestos Co., a Johns-Manville affiliate. On the board of directors are Randolph Hale, a direc-

tor of Hale Bros. department stores, and Lynn O. Waldorf, University of California football coach. Sixteen stockholders invested \$35,000 in the enterprise, among them Walter Haas, Jr., of Levi Strauss, Inc.

Family Games, Inc., does not manufacture. It farms out processes of production to several San Francisco companies. R.C.A. Victor pressed the records and, convinced by the potential volume, subsequently made available as outlets their 29 distributors throughout the country. It is not an exclusive arrangement, however. Family Games has two other distributors and can have more.

This year the organization has streamlined both its production and its merchandising and added a new number, "Little Black Sambo's Birthday," together with a package which Mr. Niden claims has "sell all the way through it." The price of the set has been reduced to \$1.98 retail.

The four-function package, recently patented, measures 12 $\frac{1}{4}$ " x 14" and has a heavy cellophane window in the lid which shows the principle characters. The package (1) houses component parts of the set for the original sale; (2) opens to become a stage with the cellophane portion a



GET THE JUMP ON COMPETITION

There's nothing like a test campaign to keep your product on its toes. And there's nothing like the South Bend market for tests you can trust. Results obtained in "Test Town, U.S.A." can be used with confidence elsewhere—because *this* market is typical. So typical, in fact, that the U.S. Government chooses it for important tests and studies. Want the whole story? Write today for free copy of market data book, entitled "Test Town, U.S.A."

The
South Bend
Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

How to Get Copies of "Salesman's Creed"

"The Salesman's Creed", quoted in Shop Talk in Sales Management for September 1, brought many requests for reprints. Such reprints are now in production. They will be approximately 11 x 13" in size, on beautiful stock, in color, with suitable artwork. (There will be a miniature reproduction in the December 1 issue.)

Prices: Single copies, \$1 . . . 3 or more, 75c each . . . a dozen, \$6 . . . quantities of 12 or more, 50c each.

You may send orders to Readers' Service Department, Sales Management, 386 Fourth Avenue, New York 16. You will speed your order by attaching a check.

proscenium; (3) serves as a free display for dealers (This saves the firm considerable advertising money. Separate displays last year cost \$2.75 each and 3,000 were placed with dealers.); (4) houses all the units for storage purposes—a selling point with mothers who are trying to instill orderly habits in their children. Across the top front of the package, forming the proscenium arch, is lettered "Storyplay Theater."

The back of the package pictures the separate parts contained inside, tells how to use them, explains "just what are Storyplays for Children," lists "what the Storyplays will do for your child," and gives nine ways the youngsters can "entertain himself and others" with the little theater set. "The whole selling story is there," Mr. Nieden points out, "for the salesman to educate the buyer and the retail salesperson to sell."

On the basis of current indications, Family Games, Inc., expects to place at least 100,000 of "Little Sambo's Birthday" by the end of the year. "The Three Little Pigs," "Goldilocks" and all subsequent Storyplays are going into the same kind of package, designed by Lockwood Shackleford and manufactured by Andre Paper Box Co., San Francisco.

Family Games is backing up dealers with co-operative advertising programs.

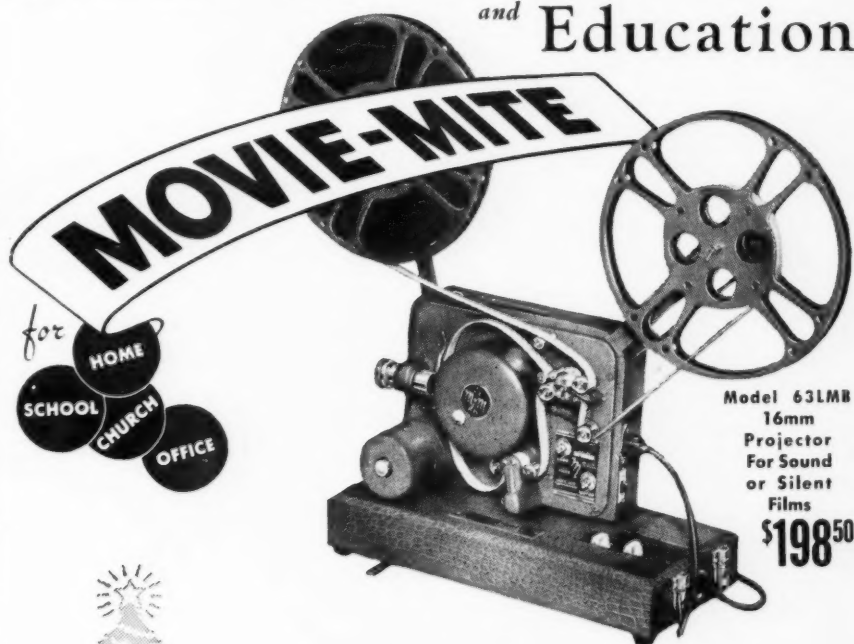
There is plenty of point-of-purchase material, plus the counter dis-

play packages, and a smart idea for making Storyplay Theater addicts out of every customer. Inside the package is an invitation to join the Storyplay Theater Club. A bright red badge is enclosed, identifying the wearer as a Storyplay Theater Club director. Membership in the "nation-wide club" becomes effective with the mailing of a card which asks that the sender be notified as soon as the next Storyplay is issued. It has space for the name of the young "Master" or "Miss," with address and the answer to the question, "I bought my present

set from (dealer)—," with a line for the latter's address.

The firm plans to bring out a football game and a Cinderella Storyplay. For the latter it has a franchise with Walt Disney to produce "Cinderella" in the Storyplay package, to break at the same time in 1950 as Disney's Cinderella movie. Included in the plans are games for all ages. "The family that plays together, stays together" is a Nieden slogan, but the Storyplays are Mr. Nieden's first love. He wants to demonstrate that "learning can be fun."

Give Endless Entertainment and Education



MOVIE-MITE . . . the FIRST precision-built, extra light weight, compact 16mm projector . . . gives you ALL the advantages of finest 16mm projection (silent or sound) at low cost.

For a gift that can delight your entire family . . . and friends . . . the year around . . . MOVIE-MITE is ideal.

MOVIE-MITE . . . complete with speaker, weighs only 26 lbs. Universal 25-60 cycle A.C. or D.C., 105-120 volt operation.

Write for details. See your dealer for demonstration.



MOVIE-MITE CORPORATION

1105 E. Truman Road

Kansas City 6, Mo.

Media and Agency News

NEWSPAPERS

A study of 441 non-daily newspapers and the markets they cover has been made by the Community Research Bureau in cooperation with the American Weekly Newspaper Publishers Council. The newspapers studied are circulated in North and South Carolina, Virginia and West Virginia.

This new evaluation and rating study, which follows preliminary studies of the weekly papers of 17 states, uses a market factor in the rating formula for the first time.

Each of the papers in the four States was evaluated and rated by a four-point formula which considers (1) the paper's reader interest as determined by local news and advertising content; (2) the evaluated circulation, based on Audit Bureau of Circulations reports or sworn Post Office statements which have been checked with the Postal Department; (3) the national advertising rate interpreted in terms of cost per inch per thousand evaluated circulation; (4) the productive advertising rate in terms of money reached, being the cost of one inch of advertising to reach \$1,000,000 in spendable income by the families actually covered. SALES MANAGEMENT *Survey of Buying Power* was used for sales figures and estimated incomes and, along with the Bureau of the Census, for the population figures.

The value of the study for use of advertisers is shown by a comparison of costs as compared with potential results. The study presents each newspaper individually with the general rating, the circulation and the national advertising rate. The papers are listed alphabetically and by counties. In the county listing is shown the number of non-city families and their total annual incomes; also the number of daily papers in the county. Indicated, too, are county seat towns and weeklies with daily competition.

A picture of the non-city (places under 10,000 population) market for each of the four states is presented with number of non-city families, total income for non-city families and the total annual retail purchases—both in city and non-city stores—for non-city families, along with state totals for the same factors.

In working out the formula and making the studies for the 12-page presentation of the data, Community Research Bureau had the advice of the Markets and Media Research Advisory Board. This board is headed by T. Norman Tveter, vice-president and director of markets and media, Erwin, Wasey & Co. The American Weekly Newspaper Publishers Council is headed by Bennett H. Fishler, publisher of the *Ridgewood* (N. J.) *Herald-News* and three other weeklies with A. B. C. circulation totaling more than 30,000 and is composed of publishers of leading A. B. C. weeklies.



NEWLY NAMED advertising director and assistant advertising director of the St. Louis *Globe-Democrat*, George Grinham (left) and Wilson Condict (right).

The Community Research Bureau, Metuchen, N. J., specializes in the study of newspapers and newspaper markets and pioneers in the interpretation of newspaper rates in terms of the purchasing power of families covered.

Readership percentage scores for one national and three local advertisements in the September 14 issue of the Denver, Colo., *Rocky Mountain News* were among the 10 highest recorded to date in their respective categories in the Continuing Study of Newspaper Reading, the Advertising Research Foundation has disclosed in Study 132 of its series.

The *Rocky Mountain News* is the second regulation-size tabloid to be measured in the Continuing Study. The surveyed issue was a 64-page Wednesday morning paper containing 41,513 lines of advertising.

A full-page display for Hexol Germicide entered a three-way tie



PROMOTED: Lawrence W. Merahn (left) to circulation manager; Edwin N. Homer (right) to promotion manager, *The Sun*.

for eighth place on the all-study list of the highest scoring medical advertisements.

Three local advertisements made the all-study roster in these categories: Book Stores and Stationers; Building Supplies; Educational.

The Foundation soon will report the results of its survey of the *Chicago Sun-Times*, the third tabloid to be studied thus far.

Effective December 1, advertising representation for *The New York Times* in Great Britain and Ireland will be handled by Joshua B. Powers International, London, England . . . R. R. Postel has been named Detroit representative for the Bureau of Advertising, American Newspaper Publishers Association . . . Philip L. Graham, publisher of the *Washington Post*, along with Robert A. Lovett, former Undersecretary of State, has been elected to the board of trustees of the Committee for Economic Development.

MAGAZINES

Over 70 products of interest to men's advertisers are analyzed for brand popularity, percentage of use, and percentage of use by age groups in the 1949 "Market Survey and Brand Preferences" report released by the Dell Men's Group, *Inside Detective* and *Front Page Detective* magazines.

The products fall into seven categories: automotive; beverages; clothing; household remedies; smoking materials; toiletries; miscellaneous. The report also presents basic audience data.

The typical Dell Men's Group reader is described as being 35 years old and earning 35% above the national median. Two out of five readers own their own homes and almost half make their own household repairs. Over 80% of the Group's 1,500,000 readers have life insurance; 81.1% read everything in the magazines.

30 years

of SUSTAINED ADVERTISING SUPPORT...

TIRES & ACCESSORIES—AUGUST, 1919



More Rubber in Mohawk Cords More Profit in Selling Them

Mohawk Cord Tires have a much thicker tread and contain considerably more rubber and stronger fabric than other Cords.

Verify this for yourself by comparing the weight of Mohawk Cords with others. You will find Mohawks weigh up to ten pounds heavier than competing makes. Mohawk fabric tires are also heavier due to their thicker tread and to the extra ply of fabric used in most sizes. More rubber—pure rubber—durable fabric and an extra ply of it—surprise!

ingly high mileage—uniform quality. These are the definite, tangible advantages which Mohawk dealers offer their customers—advantages which buyers in the substantial world-wide buyers in their community—advantages which win and hold their business. The most successful dealers recognize this is the only kind of business worth while.

Why not decide to build your business soundly on the quality basis? Such business is easy to get with the Mohawk line—and it will stay with you.

Let Us Tell You More About Our Liberal Selling Proposition

MOHAWK "Quality" TIRES
MOHAWK RUBBER COMPANY, AKRON, OHIO

Branches at: New York Boston Atlanta Chicago Kansas City Dallas San Francisco

REGULARLY FROM 1919 to 1949!

THE
OLDEST
TIRE DEALER
PUBLICATION
FOUNDED
1919

TIRES

SERVICE STATION

NEW YORK 16, N. Y.

386 FOURTH AVENUE

A
BILL
BROTHERS
PUBLICATION

TIRES Service Station—AUGUST, 1949

MOGRIP
Mohawk's Abrasive-Filled
Recapping Stock

This is an actual photograph of a tire recapped with Mogrip which has given several thousand miles service.



MOGRIP is a "material" for winter recapping because it always gives maximum traction—slip or snow, rain or shine. MOGRIP is impregnated throughout with tiny abrasive particles which insure skid-free traction on slippery roads. As the particles at the surface gradually fall out, the little holes create suction that provides additional traction. At the same time, other abrasive is constantly coming to the surface as the tire wears.

LONG-WEARING, COSTS NO MORE. Extensive road tests have proved that MOGRIP wears longer than other winter-type compounds and as well as regular recapping stock. Yet, MOGRIP costs no more.

PREPARE TO PROFIT! Scan MOGRIP capping soon as you will be prepared to give your customers these fine traction treads at the first sign of winter. Send your order for MOGRIP promptly.

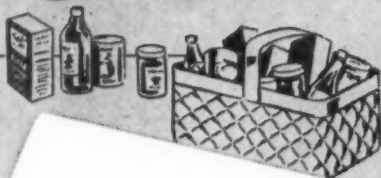


THE MOHAWK RUBBER COMPANY
AKRON 5, OHIO

For August, 1949

Only IN THE PANTAGRAPH

Can You Reach 117,000
People In Central Illinois



**BLOOMINGTON—Per
capita sales: food
\$341.95; general mer-
chandise \$199.02;
drugs \$44.00.***

*Copr. 1949, Sales Management Sur-
vey of Buying Power; further repro-
duction not licensed.

THE PANTAGRAPH
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, WICOLL & RUTHMAN

SALES EXECUTIVE

Important manufacturer of food and industrial products has several sales departments which he believes might be consolidated or coordinated to better advantage. Also wishes to develop plans for new products. Sales volume hundred million dollars annually.

Requires experienced marketing analyst and sales administrator to study all phases of the company's sales activity and make recommendations to sales managers and management. Must have broad gauge experience, viewpoint and administrative sales judgment, also ability to inspire confidence of field men and management.

Man we seek might be connected with sales counselling or management engineering firm. Age range we have in mind 36 to 45. Starting salary \$10,000 to \$12,000. Should develop into permanent career job for the right man.

Please submit complete record of business experience, business and personal references, and personal background. Otherwise, application will not be considered. All information will be held in confidence and no references checked until after personal interview. Write box #2642, Sales Management.

Analysis of shifts in brand preference and product usage reveals interesting sales patterns. In the toiletries classification, for example, there is a general upswing in percentage of use of products from 1946 to today.



ROBERT L. GOLDSMITH, presenta-
tions manager, has been named sales
promotion manager of Esquire, Inc.

The study, which is now available to advertisers, was made in March 1949 when questionnaires were inserted in newsstand copies of *Inside Detective* and *Front Page Detective* magazines. John Felix Associates tabulated the questionnaires. The final tabulation sample of 1,739 parallels actual distribution of Dell Men's Group circulation.

Comprehensive answers to the question of how ex-GI's are planning to spend the \$2,800,000,000 insurance dividend they are scheduled to receive beginning late this year is revealed by *Argosy* magazine after a poll of its all-male readership. With the highest percent, which is ticketed for bank deposit, only 28.8, the remainder is to be spread rather thinly over other classifications. Paying bills comes second (26.8%), followed closely by home improvements, new homes, and more insurance, in that order. Facts from this survey will be incorporated in an article in the January issue of *Argosy*, to be written by Mark Clements, director of research.

Richard E. McLaughlin, formerly with Crowell-Collier Publishing Co., joins *Cosmopolitan* magazine as New England manager . . . Walter Hanlon, for eleven years advertising manager of Macfadden's Women's Group and more recently publisher of *Your Child Magazine*, has been appointed advertising manager of Ideal Women's Group, Ideal Publishing Corp. . . . Lee Small, who represented *Holiday* and *Ladies' Home Journal*, Chicago, is named Western advertising manager of *Flair* by

Gardner Cowles, publisher . . . The newly opened Detroit office of Fawcett Publications, Inc., is under Harland G. Walter.

RADIO

A chain of Philadelphia super markets has increased its sales by an average of 94.3% through use of "store broadcasting," as shown by a split test which the National Association of Broadcasters has reported to its FM member stations in a study of the new and growing use of FM in stores.

Involved in the test were 50 Acme Super Markets, of which 25 have "store broadcasting" and 25 do not. The average 94.3% increase in items checked was shown by the 25 FM-equipped stores over those not so equipped.

The new NAB study, which reports this and other such cases, was prepared by the Association's FM director, Arthur Stringer, for distribution to FM station members of NAB.

Based on investigations of store broadcasting operations of six companies and the associated stores or food chains, the study is one in a series undertaken by Mr. Stringer at the direction of NAB's FM Executive Committee. It is stated the current study also provides information about manufacturers of store broadcasting receiver equipment, placement of speakers in stores for best results, merchandising methods used, and supply techniques necessary to keep pace with increased sales in advertised items.

Previously issued was a study of



"MISTER PLUS" to promote, via major business press campaign, all network radio as well as Mutual Broadcasting System.

transit radio, the first in the series.

Facsimile operations have been resumed by WFIL, Philadelphia, station of *The Philadelphia Inquirer*. Editions of the *Temple University News*, student newspaper, are being presented every Wednesday and Friday during the current school year.

The facsimile equipment of WFIL was transferred formally to Temple University, May, 1949. However, the radio station maintains supervision of the operations and makes available to the university the services of members of its staff for training and advisory purposes.

Kastor, Farrell, Chesley & Clifford, Inc., has signed an agreement for National Nielsen Radio Index Class "A" Service . . . Between September 1 and late October, 128 new sponsors have been added to Transit Radio, Inc. The figure, reported by Frank E. Pellegrin, vice-president in charge of sales, includes new sponsors added nationally and locally by the 14 Transit Radio stations reporting. Total sponsors on the "music-as-you-ride" medium is now 393.

Robert N. Pryor, promotion director of WCAU, Philadelphia, has assumed the additional duties of directing the station's publicity and is titled director of promotion and

publicity. He will co-ordinate all sales and audience promotion and business and newspaper publicity. John J. Kelly, WCAU and WCAU-TV publicity director for the past two years, has been appointed commercial representative for the television station.

TELEVISION

Radio and television are complementary media and only through the use of both can an advertiser reach all America, said Fred Wile, Jr., assistant to the NBC vice-president in charge of television, before a meeting of the Boston Advertising Club this month. He said that, despite television's rapid growth, radio network schedules this Fall contain a substantial number of advertisers who are either using network radio for the first time or who are returning to the medium after a lapse of several years. In addition, he said, there is a further impressive list of advertisers who are increasing their use of network radio this fall.

WOAI-TV, San Antonio, Tex., introduced television to South Texas when it went on the air with a test pattern operations early this month. Highlight of the station's initial operations was the transmission of a television show and exhibit co-sponsored by WOAI-TV and set distributors and dealers on November 7, 8 and 9



IRONING OUT final details for CBS's television coverage of the United Nation's General Assembly sessions: (Left to right) Andrew Cordier, executive assistant to UN's Secretary General; Henry Ford II, president of Ford Motor Co., which is bearing the program's costs; Frank Stanton, president of CBS; Benjamin Cohen, Assistant Secretary General of the UN's Department of Public Information.

NEW JERSEY'S FOURTH LARGEST MARKET



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

You've got to put 'em right over the plate or you won't sell the hard hitting Bayonne Market. The Bayonne Times wins in the home park every day with a .760 batting average and 93% for the circuit (home delivered). Send for the TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

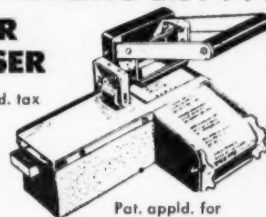
295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

For Your MAILING LIST . . .

MASTER ADDRESSER

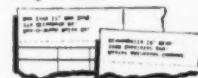
\$24.50 plus Fed. tax
(Supplies Extra)

NO STENCILS
NO PLATES
NO RIBBONS
NO INK



Pat. appld. for

Prints from carbon impressions typed on a long strip of paper tape—up to 20 addresses per minute. Reproduces from 50 to 100 times. Clean, simple, easy to use.



Will also print from typed labels attached to your business forms. At your office supply dealer, or write to—

Master Addresser Co.

5508-L Excelsior Ave. • Minneapolis 16, Minn.

**Are you getting
all you want of the
\$250,000,000
(ANNUAL BUYING)
GOLF MARKET?**

**Get full facts from
GOLFDOM**
 JOURNAL OF THE WHOLE BUSINESS

GOLFing
 NATIONAL PLAYERS'
 MAGAZINE
 Chicago 5

FOR DETAILED
 REFERENCE DATA
 SEE
 INDUSTRIAL MARKETING'S
 MARKET DATA
 BOOK NUMBER

NEW YORK • ALBRO C. GAYLOR
 WEST COAST • ROY M. McDONALD CO

...WSAZ-TV, Huntington, W. Va., will join the television network of the American Broadcasting Co., effective December 15. Owned by WSAZ, Inc., the new ABC-TV affiliate brings the network's affiliates to 36, which, together with its five owned and operated television stations, constitutes a total network of 41 stations, 39 of which are on the air... Effective December 11, WOAI-TV, San Antonio, Tex., will be affiliated with the television network of the Columbia Broadcasting System, bringing the number of CBS-TV affiliates to 54.

Starting the second week in January, 1950, the American Broadcasting Co. will launch a syndicated television program when it will make "Crusade In Europe" available to ABC-TV affiliates for local sponsorship.

Each individual station will receive special prints of the 26-week "Crusade" telecasts which have been re-edited to provide for inclusion of copy from the local sponsor.

Murray Grabhorn, ABC vice-president, says that since the series was first telecast under the sponsorship of *Time* and *Life* magazines, beginning May 5, 1949, many additional televisions have gone on the air and the number of ABC-TV affiliates has greatly increased.

What is described as the first complete listing of the new areas to be covered by the Videodex Network Report of television audience habits has been issued by Jay & Graham Research, Chicago.

Each market consists of a 50-mile radius of station reception around a major telecasting center. Ranked according to population, the cities are: Philadelphia; Boston; Detroit; St. Louis; Cleveland; Washington, D. C.; Baltimore; Buffalo, N. Y.; Cincinnati, O.; New Haven, Conn.; Schenectady, N. Y.; Toledo, O. Together with markets already covered—New York City, Chicago, and Los Angeles—the combined Videodex area represents a total concentration of more than 40,000,000, served by 45 television stations.

Since 14 of these cities are situated along the Eastern coaxial cable, a network summary report will be published every month in addition to the reports for each metropolitan area. By January 1, Videodex ratings are expected to extend to 10 more cities.

Diary panels are selected on a random sampling basis from lists of television set owners within each area. To avoid an upward bias, no taverns, restaurants, or commercial establishments are included in the survey.

The reports are designed to reveal percentage of television sets in use, number and composition of the audience, program preference, clarity of reception, acceptance of the commercial, and recency of product purchase.

OUTDOOR

Standard Outdoor Advertising, Inc., has become a nation-wide organization with the recent addition of the C. E. Stevens Co., independent outdoor plant in Portland, Ore. The Standard Group of outdoor advertising companies now comprises 15 major companies and subsidiaries.

Two West Coast outdoor advertising firms have been merged with the National Advertising Co., Waukesha, Wis. The Empire Advertising Co. South San Francisco, and Empire Advertising, Long Beach, Calif., have become the two Western divisions of National. All three organizations are wholly-owned subsidiaries of the Minnesota Mining & Manufacturing Co., St. Paul, Minn. . . . Walker & Co. has located an additional branch in Lincoln Park, Mich.

Newly elected vice-presidents of the Pittsburgh Outdoor Advertising Co. are G. W. McCreary, Henry Posner, Jr., and William M. Smith.

AGENCIES

Foote, Cone & Belding International has completed working arrangements, on an exclusive basis, with the following South American advertising agencies: Pueyrredon

Propaganda of Argentina; Pueyrredon, Rey Kelly, Behrens & Cia., S. R. L., of Uruguay; Publicitas of Chile; Publicidad Causa of Peru; Propaganda Epoca Limitada of Colombia; C. A. Publicidad Laif of Venezuela; Publicidad Astra of Puerto Rico. Appointments of associates in Brazil, Mexico and Cuba had been announced.

Luis G. Dillon, executive vice-president in charge of Latin American operations for F. C. B. I., stated that the agency has thus completed the first phase of the expansion of its activities in the Western Hemisphere.

Z. C. Barnes, former vice-president in charge of sales for Mutual Broadcasting System, will join Calkins & Holden advertising agency as a partner on January 1 . . . Richard Penn is the newly appointed vice-president in charge of the International Division, Grant Advertising, Inc. . . .

ACCOUNTS: Advertising for the Anahist Co. is being handled by Foote, Cone & Belding. National magazines, newspapers and radio are being used in a nationwide promotion . . . J. M. Hickerson, Inc., has been appointed to handle advertising for Fairchild Engine and Airplane Corp., Hagerstown, Md., effective January 1, 1950 . . . Hewitt-Robins, Inc., to Fuller & Smith & Ross, Inc., effective January 1. The agency will serve the corporation's four divisions: Robins Conveyors Division, Passaic, N. J.; Hewitt Rubber and Restfoam Divisions, Buffalo, N. Y.; Robins Engineers Division, New York City.



SODA BAR party celebrating the adoption of outdoor advertising in 23 markets throughout New England by H. P. Hood & Sons: (Left to right) Don Douglass, Harold Cabot & Co., Inc., Boston; Roger Coakley, John Donnelly & Sons; Paul Eaton, advertising manager for the Hood dairy company and Miss Betty Leahy.

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FLORIDA FIRM WANTS SALES MANAGER

You'll live in Florida! . . . Old established firm. Product manufactured for 25 years. Nationally advertised for 14 years in leading consumer magazines . . . You must have had experience in selling packaged specialty products through grocery, drug and variety stores. Must know brokers and how to work with them. Should have contacts or know key buyers in wholesale, chain grocery and drug fields. Successful past performance record necessary. Salary, plus generous over-ride on sales increases. Because consumer acceptance high, product needs only wider distribution to assure greatly increased sales volume. Give all details first letter. Write Box 2643, Sales Management, 386 Fourth Ave., New York City. All replies confidential.

GENUINE 8" x 10" GLOSSY PHOTOS
DELIVERED NEXT DAY!

5¢ EACH In 5,000 Lots
5 1/2¢ in 1,000 Lots
\$7.99 per 100

Postcards \$23 per 1000: Mounted Enlargements 30x40 \$3.85
Made from your negative or photo.
NO NEGATIVE CHARGE—NO EXTRAS
Unsurpassed in quality at any price.
Made under supervision of famous James J. Kriegsmann
ANY PRODUCT PHOTOGRAPHED, 'S

JJK Copy Art Photographers
Plaza 7-0233
165 West 46th St.
New York 19, N.Y.

WE DELIVER WHAT WE ADVERTISE

U.S.A.'s LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A "T"

WISCONSIN MANUFACTURERS DIRECTORY

Completely classified. Over 4200 firms included. Listing executives, types of products, capital, brand names, etc. Compilation by name and location. \$10 postpaid for this 698-page volume.

Wisconsin Manufacturers' Association
633 North Water Street
Milwaukee 2, Wisconsin

PLANNED YOUR CONVENTION YET?

HOTEL del CORONADO, Coronado Beach, Calif. (across bay from San Diego) offers ideal resort hotel convention facilities for groups to 1200. Ocean front, marvelous food, spacious theatre, meeting, conference, assembly rooms. Banquet and ball room for 1500. All sports on grounds. Tijuana, Mexico, only 15 minutes. Races, Jai Alai. Write for Folder C. Harry S. Ward, Managing Director.

"Northern California Representation"

A well known financially responsible manufacturer of leather belting, established in 1860; also jobber of nationally known mechanical rubber products, with aggressive sales force covering Northern California, Southern Oregon and Nevada. Interested in additional lines that can be sold to industrial plants and contractors. Only lines of merit, produced by established manufacturers considered. Principals only. H. N. Cook Belting Co., 401 Howard Street, San Francisco 5, California.

Sales Manager Wanted

For wholesale ribbon house with national distribution. Leaders in their particular branch of the industry. Want man, preferably under 40, experienced in all phases of sales management and market analysis.

Box number 2644 c/o Sales Management, 386 Fourth Ave. New York, N. Y.

Sales Manager Wanted

As the top sales executive for a nationally known publishing firm with sales offices in major cities. Requires a man under 50, with proven ability in successfully building sales volume through field sales efforts and direct mail methods. Some experience in the advertising, insurance or publishing field desirable but not essential. Salary to start at \$10,000 to \$12,000.

Give personal data and experience. Photo if possible. Replies will be kept confidential. Reply to Box #2641, Sales Management.

COMMENT

A NEW APPROACH TO SALES JOB SECURITY?

If blasé New Yorkers were startled a couple of months ago when a labor union announced it was going to spend \$6,000 to advertise the merits of its employers, they got another jolt when the union announced it was raising the advertising kitty to \$27,000. (See SM, Sept. 15, 1949, p. 168). The union is Local 9, Retail Clerks International Association, American Federation of Labor, and its members work for Wanamaker's, a New York department store.

The initial \$6,000 was invested by Local 9 in a drive to help Wanamaker's open new accounts. Paul R. Milling, president of Local 9, reports that as a result of this advertising expenditure Wanamaker's opened 4,300 new accounts. The newly authorized expenditure of \$27,000 (80% of the union's funds) is to promote business from high school and college students.

The amount of money which the union is investing is impressive, but of even greater significance is the attitude being expressed. The negative sales attitude of so many salespeople is one of the most frustrating problems confronting retail management and manufacturers. The approach of Local 9 is refreshing. Because its members are investing their own union funds it surely follows that as individuals they will take keener interest in sales training and in being above average in help to people shopping at Wanamaker's. We think that manufacturers will get a plus value out of demonstrations of their products. And shoppers probably will like the idea of going where salespeople make them welcome.

PLENTY OF ROOM FOR CREATIVE SALESMANSHIP

Some 2,000 buyers in 512 industrial companies gave a swift kick to the widely held idea that industrial salesmen are experts in creative salesmanship. In the Survey of Industrial Buying Practices (see SM, Nov. 10, p. 40) buyers credited themselves with first stating the need to buy (equipment, raw materials, component parts) in 92.2% of recent non-routine purchases.

That gives the short end of the stick to the role of creative salesmanship. We anticipate that when the full report is published by the National Industrial Advertisers Association on December 1 that industrial sales executives will sharply question the seemingly insignificant role of the sales engineer as a stimulator of demand.

In only 30 out of the 512 industrial concerns did buyers report that external influences first brought to their attention the need to buy non-routine products. In these concerns, 15.5 report that calls from salesmen first made them aware of their needs. Articles in trade publications accounted for 4.5. Advertisements in publications stimulated 3 other concerns, seeing installations accounted for another 3, while "other" made up the remaining 4.

We submit that that is a pretty poor showing for creative salesmanship.

It's to be expected that buyers would be the first to state the need to buy. They participate in plans for plant expansion, introduction of new products and systematic replacement of worn-out or obsolete equipment.

That 92.2% figure suggests a question that challenges industrial marketing thinking. Is industrial selling geared to creative salesmanship?

As sub questions we might ask: Are sales engineers selected for their ability to sell creatively? To anticipate their customers' future needs? Are they trained for a creative role? Do their customers look to them for creative ideas?

In the industrial field so much emphasis is placed on manufacturing and on product knowledge (both absolutely necessary) that often the role of salesmanship in mating needs and sources is obscured. If we wait for buyers to first state the need, how many purchases go unmade because the need is not recognized by the prospect, and not stated by the sales engineer?

Another survey just released underscores the vital need for more creative salesmanship in the industrial field. It's the Mid-Century Inventory of Metalworking Equipment, issued by *American Machinist*.

The Mid-Century survey spotlights the fact that in ownership of modern machine tools—the keystones of our mass production industry—this country is worse off than it was in 1945. Further, in another five years, over three out of four machine tools will be at least 10 years old.

The machine tool industry is quite aware that more creative salesmanship is necessary. For the past two years the industry has sponsored summer courses in all aspects of marketing its tools. But the industry, as indicated by the *American Machinist* survey, has a long way to go.

The fact that 92.2% of the industrial buyers in 512 concerns say they were the first to state their needs may be a jolt to industrial sales chiefs. But isn't it likely to produce a healthy reaction?

REPEAL OF EXCISE TAXES IS UP TO YOU

In another 45 days Congress will be back in session. A piece of unfinished business for the second session of the 81st Congress will be repeal of the wartime imposed excise taxes.

Weighed against foreign affairs problems and domestic sore spots the matter of repealing excise taxes did not seem pressing enough to Congress to get any action at the first session.

There won't be any action at this forthcoming session either unless the people make their views known to their Senators and to their Representative. If you'd like some background on the proposal to repeal certain excise taxes drop us a note and we'll be glad to send you free a copy of the famous SM "pink sheet" outlining the reasons for repeal.

Sales Bloom in this Climate

WHEN people open the pages of this magazine, their wants come bursting forth.

For here they find a buying aid that helps them fulfill their own desires for better living in better homes.

Here they learn, from editorials, *how* to do useful things—and then, from ads, *what* to buy to do them with.

Here they are spurred on, by 100% service content, to take steps *now* that will make them better homeowners, neighbors, parents.

Is it any wonder, then, that Better Homes & Gardens is today "America's 1st Point of Sale"? That its *buying climate* starts sales blooming in more than 3,000,000 homes of above-average income? That the homes are fertile field for any product from breakfast food to furniture, from galoshes to gasoline?

If you'd like to hear how over 1,425 advertisers have discovered the answer this year alone, make a date to see your Better Homes & Gardens representative.



*A Screened Market
of more than 3,000,000
Better Homes*

America's **1ST** Point of Sale →

Better Homes
and Gardens
America's **1ST** Service Magazine



Women respond best to the Chicago Tribune!
Hence department stores place more of their advertising budgets
in the Tribune than in all other Chicago papers combined!

to reach Chicago women do as retailers do... use the Chicago Tribune

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